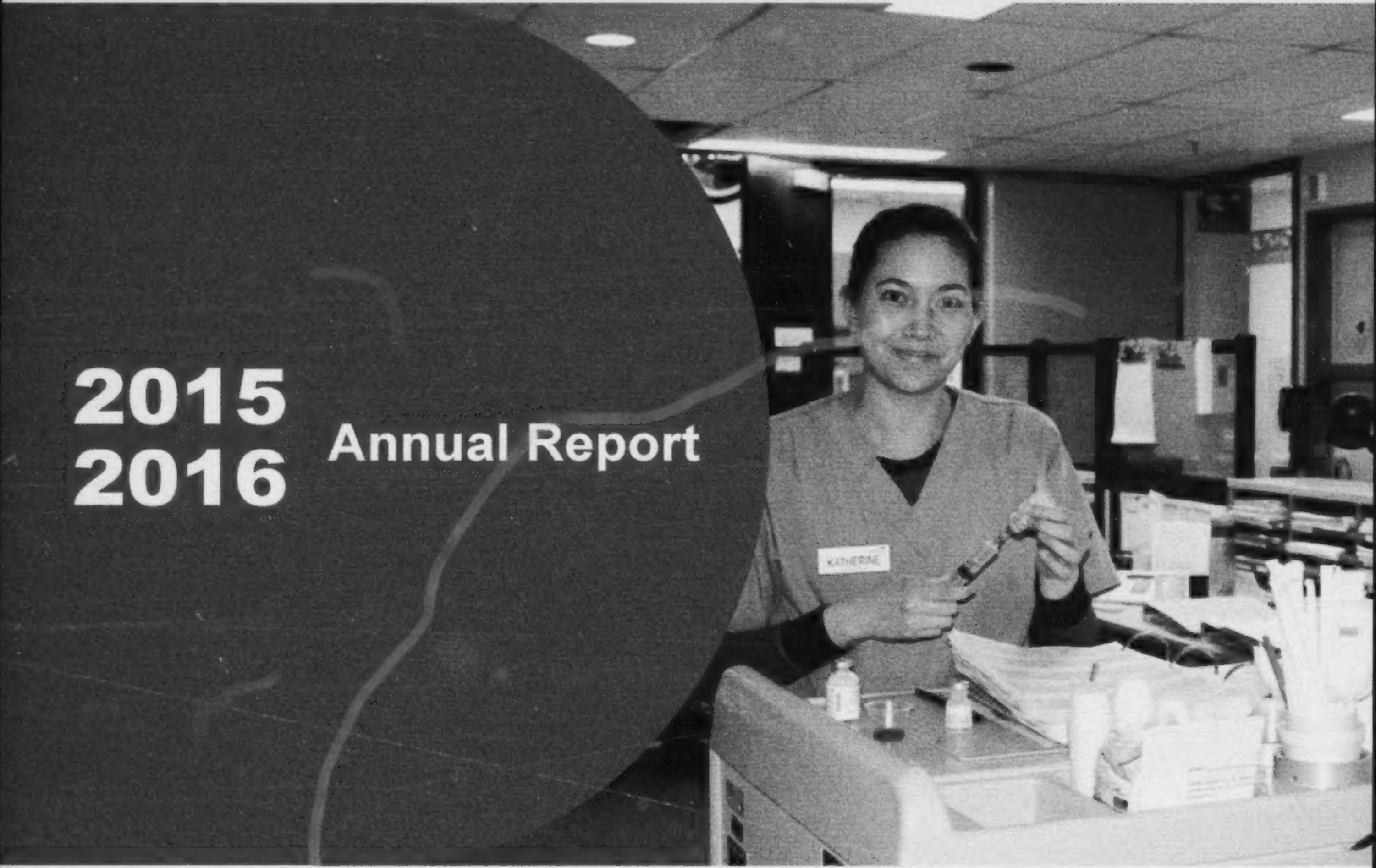
Sunrise
HEALTH REGION



2015 2016 Annual Report

Working together… for healthy people in healthy communities

Annette Popoff, Kamsack Hospital

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To view a copy of this report online, visit our website at www.sunrisehealthregion.sk.ca, under the Strategy and Innovation/Reports and Studies tab on the home page.

Hard copies of the Annual Report are available at Sunrise Health Region's Executive Office:
Park Unit (Yorkton Regional Health Centre campus)
270 Bradbrooke Drive
Yorkton, Saskatchewan S3N 2K6

or call (306) 786-0110

* *On the cover: Katherine Gustilo - RN, Kamsack Hospital*

Letter of Transmittal

The Honourable Dustin Duncan
Minister of Health, Province of Saskatchewan
Room 302, Legislative Building
2405 Legislative Drive
Regina, SK S4S 0B3

Dear Minister Duncan:

The Sunrise Regional Health Authority is pleased to provide you and the residents of the health region with our 2015-2016 Annual Report.

The report provides the Board approved audited financial statements of the region for the year ending March 31, 2016. The report also outlines the region's activities and accomplishments for the period. We are pleased in this report to provide indicators of our performance taken from our Strategic Visibility Wall. These indicators were monitored and updated throughout the year by the Sunrise Regional Health Authority, measuring progress in achieving the goals set out in our Strategic Plan. Our Strategic Plan aligns with the Province of Saskatchewan – Ministry of Health goals of transforming health care and improving access to a health system that provides Better Health, Better Care, Better Teams and Better Value, to individuals in our region and throughout the province.

Respectfully submitted,

Don Rae

Don Rae, Chairperson (interim)
Sunrise Regional Health Authority

S. Laurent

Suann Laurent, President & CEO
Sunrise Health Region

President & CEO, Suann Laurent
Board Chairperson (interim), Don Rae

Introduction

Annual Report Overview

All staff in Sunrise Health Region support development and monitoring of our strategic plan. Annual operational plans (called A3's) for all portfolios are created to operationalize our strategic plan. Performance targets and metrics further align all program/service departments, with daily visual management and monitoring of progress during team huddles at "Connecting Teams for Excellence" walls located in each program/service area. The Board receives monitoring reports throughout the year to track strategic execution. Weekly "Regional Strategic Visibility Wall Walk" presentations take place, and begin each public Board meeting and Physician Advisory Committee meeting. The "Regional Strategic Visibility Wall Walks" are open to all members of the staff and public. All in attendance have the opportunity to ask questions of the Executive Leadership Team on direction and course correction related to regional metrics.

Annual Report Basis for Preparation

This Annual Report is a legislated requirement of Sunrise Regional Health Authority which contains general information about Sunrise Health Region, intended only for informational purposes. The data in this report is taken from the "Regional Strategic Visibility Wall" which is a reporting tool used by the Sunrise Regional Health Authority to track alignment and course correction towards the targets set out in the health region's "2012-2017 Strategic Plan" and in the Ministry of Health's "Saskatchewan Health Plan". The indicators in this 2015-16 Annual Report are taken from these tools with health indicators compiled by the Medical Health Officer from provincial and national studies. The information provided in this Report is the most recent available to the health region when it was prepared.

Sunrise Health Region's principles are:

- Culture of Safety
- Client and Family Centred Care
- Continuous Improvement
- Think and Act as One System

Provincial Strategic Priorities for the Healthcare System

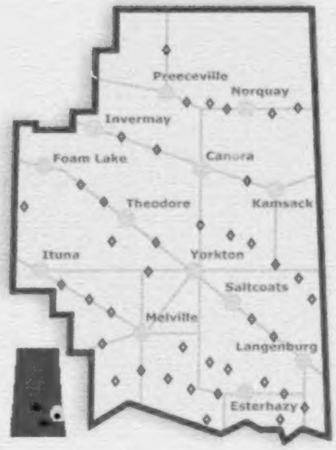
The health region was guided this past year by the 2015-16 Ministry of Health Plan, which was recently updated. Both of the plans and information about Strategic Planning for the Saskatchewan health care system are available on the government website:

http://www.finance.gov.sk.ca/PlanningAndReporting/2015-16/HealthPlan1516.pdf

Accountability Document

Each year the Saskatchewan Ministry of Health issues an "Accountability Document", which is specific to each health region and provides specific provincial direction, performance expectations, and the accountability framework that regional health authorities (RHAs) follow for the upcoming fiscal year.

Who We Are



Sunrise Health Region is one of 12 health regions in the Province of Saskatchewan, guided by specific directions in the Accountability Document for the prudent and ethical use of public funds. The mission of the Sunrise Health Region is ***to improve the health and well-being of individuals and communities through leadership, collaboration and the provision of high quality health services.***

The "Sunrise Regional Health Authority" is the legal name of the governance body otherwise referred to as "the Board". "Sunrise Health Region" refers to the geographic region, employees, programs and services.

In support of this mission, our Board, management, physicians, staff, and volunteers strive to abide by the values of:

Collaboration...
We act as one united team providing the best care possible

Courage...
We act courageously in relentless pursuit of safety and excellence

Compassion ...
We listen to customers and then act and deliver services with compassion, care and respect

Creativity...
We strive for innovation

Commitment...
We commit to integrity, honesty and accountability

The mission and values of the health region are devoted to achieving our long-term vision: ***Working together... for healthy people in healthy communities***.

The Sunrise Regional Health Authority provides staff with direction in the form of board-approved strategic goals, which mirror the Ministry of Health and Healthcare System Plan for 2015-16, focusing on making improvements to the health of the population, individual care and financial sustainability.

The strategic goals of Sunrise Health Region and the province are:

Better Health
Better Care
Better Teams
Better Value

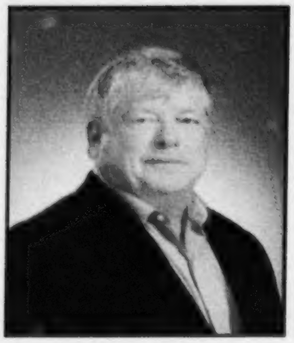
Governance and Transparency

As authorized by *The Regional Health Authorities Act*, the provincial government appoints to each region a governance body and names a chairperson and vice chairperson. The "Sunrise Regional Health Authority" (SRHA), which is the formal title, governs Sunrise Health Region. Often this governance body is referred to as the "Board" or the "board members". New appointments and re-appointments occurred in the fall of 2015 for three-year terms.

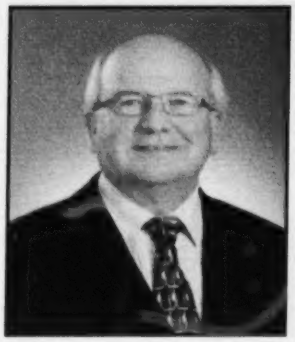
The RHAs in Saskatchewan each have representation on the provincial Governance Committee, which plans board education events. The Governance Committee developed a provincial governance manual used by the health regions as a resource of best practices in healthcare governance. Communication with the Minister of Health, Minister of Rural and Remote Health, and the Deputy Minister of Health occurs through a variety of methods including face-to-face meetings. The Board Chairperson and our President and Chief Executive Officer represent Sunrise Health Region at these meetings several times a year.

The Sunrise Regional Health Authority continues to focus on the goals outlined in the 2012-2017 Strategic Plan. This Plan aligns with the Province of Saskatchewan's priorities for healthcare planning. Saskatchewan uses a collaborative method of strategy development and deployment with the goal for all health regions to "think and act as one" to focus and finish strategies with the potential to affect health outcomes for the better.

Sunrise Regional Health Authority Board Members

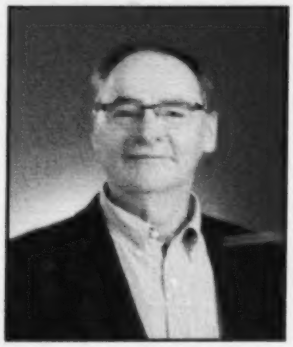


Don Rae, Chairperson (interim), of Yorkton; has served from April, 2011 to present

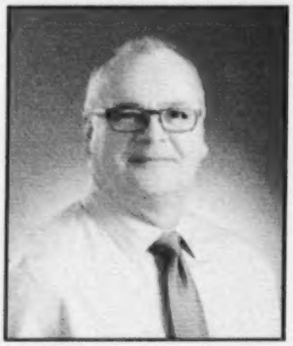


Lawrence Chomos of Esterhazy, Chairperson; served from March, 2012 to March, 2016

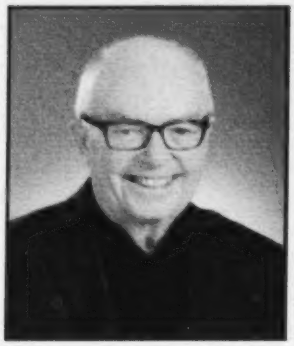
Shirley Wolfe-Keller of Invermay; has served from May, 2012 to present



Gordon Gendur of Yorkton; has served from May, 2012 to present

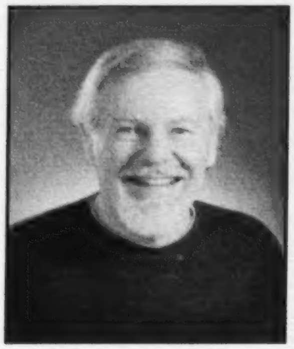


Glenn Leontowich of Ituna; has served from October, 2015 to present



Dave Schappert of Langenburg; has served from February, 2009 to present

Garth Harris of Preeceville; has served from October 2015 to present



Bob Drayer of Sturgis; has served from October, 2015 to present

Deborah Schmidt of Yorkton; has served from October, 2015 to present

Our Leadership

Suann Laurent
President and CEO

Throughout her career, Suann has held a number of senior positions including: Senior Vice-President of Health Services, Executive Director of Health Services, Director of Acute Care Programs, Quality Improvement Analyst, Director of Nursing, and Director of Long Term Care. She has also worked in a wide variety of nursing practices.

Suann graduated with a nursing diploma from the Health Sciences Centre in Winnipeg, Manitoba, and holds a Bachelor of Science degree in Nursing from the University of Saskatchewan. She is a graduate of the University of Saskatchewan, College of Commerce and has her Masters in Health Studies-Leadership from Athabasca University. Suann has also completed her Lean Leader Certification.

Suann holds active registration status with the Saskatchewan Registered Nurses' Association and has professional affiliation with the Canadian Council of Nursing, the International Council of Nursing, and is a member of the Canadian College of Health Leaders. Suann is actively involved in numerous Saskatchewan Ministry of Health committees. She is the past Chair of Accreditation Canada's National Surveyor Advisory Committee. She has extensive experience accrediting health systems in Canada and internationally.

Roberta Wiwcharuk
Vice President of Integrated Health Services

Roberta has worked as a Medical Laboratory Technologist, X-ray Assistant and a Registered Nurse. Her management positions have included Health Services Manager, Director of Health Services and currently the Vice President of Integrated Health Services.

Roberta graduated with a diploma in Medical Laboratory Technology and X-ray Assistant from the Red River Community College in Winnipeg, Manitoba. She graduated with a nursing diploma from the Brandon General Hospital School of Nursing in Brandon, MB and has a Bachelor of Science in Nursing degree from the University of Saskatchewan. Roberta completed the Saskatchewan Institute of Health Leadership Program and has also completed the Lean Leader Certification. Roberta holds an active registration with the Saskatchewan Registered Nurses' Association.

Lorelei Stusek
Vice President of Corporate Services

Lorelei began her career as an accountant and moved into health care into the position of Chief Financial Officer with the Assiniboine Valley District Health Authority in Kamsack. In 2002, she became Vice President of Corporate Services with the Sunrise Health Region.

Lorelei graduated from the University of Regina with a Bachelors of Business Administration and the Executive Leadership Program. She is a member of the Provincial Chief Financial Officer forum, Provincial Chief Information Officer forum, Provincial 3sHealth working committees as well as numerous clinical systems steering committees. She holds membership with the Canadian College of Healthcare Leaders, the College of Healthcare Information Management Executive and the Healthcare Information and Management Systems Society. Lorelei is also a Certified Lean Leader.

Sandra Tokaruk

Vice President of Integrated Primary Health Services

Sandy Tokaruk has been involved in the health care system for 34 years. She holds a degree in Human Service Administration. Sandy was also a participant and coach in the Saskatchewan Institute of Health Leadership and completed the SAHO Management Competencies for Health Personnel course and has received her Lean Leader Certification through the Saskatchewan Management System. Sandy was a front line Licensed Practical Nurse for many years in several locations and in many practice settings. She transitioned into management and has held manager positions in Long Term Care and Primary Health Care; she has also been a Director of Primary Health Care and is currently the Vice President of Integrated Primary Health Services. Sandy spent several years as the Registrar of the Saskatchewan Association of Licensed Practical Nurses. She has been involved in many provincial and national health initiatives, projects and committees.

Christina Denysek

Vice President of Strategy & Partnerships

Christina began her career as Executive Director for Canora Home Care and has held a variety of senior leadership positions through the health system changes and within the boundaries of the Sunrise Health Region.

Christina graduated from the University of Regina with a Bachelors of Administration, a Masters Certificate in Health Systems Management and a Masters of Public Administration. She is a Certified Health Executive and a LEADS Specialist with the Canadian College of Health Leaders, as well as a Certified Lean Leader.

She is a champion of the Saskatchewan Leadership Program and was a member of the teaching faculty from 2012 to 2014. Christina is actively involved in numerous provincial health system committees and served as Co-chair of the Joint Health Human Resources Committee.

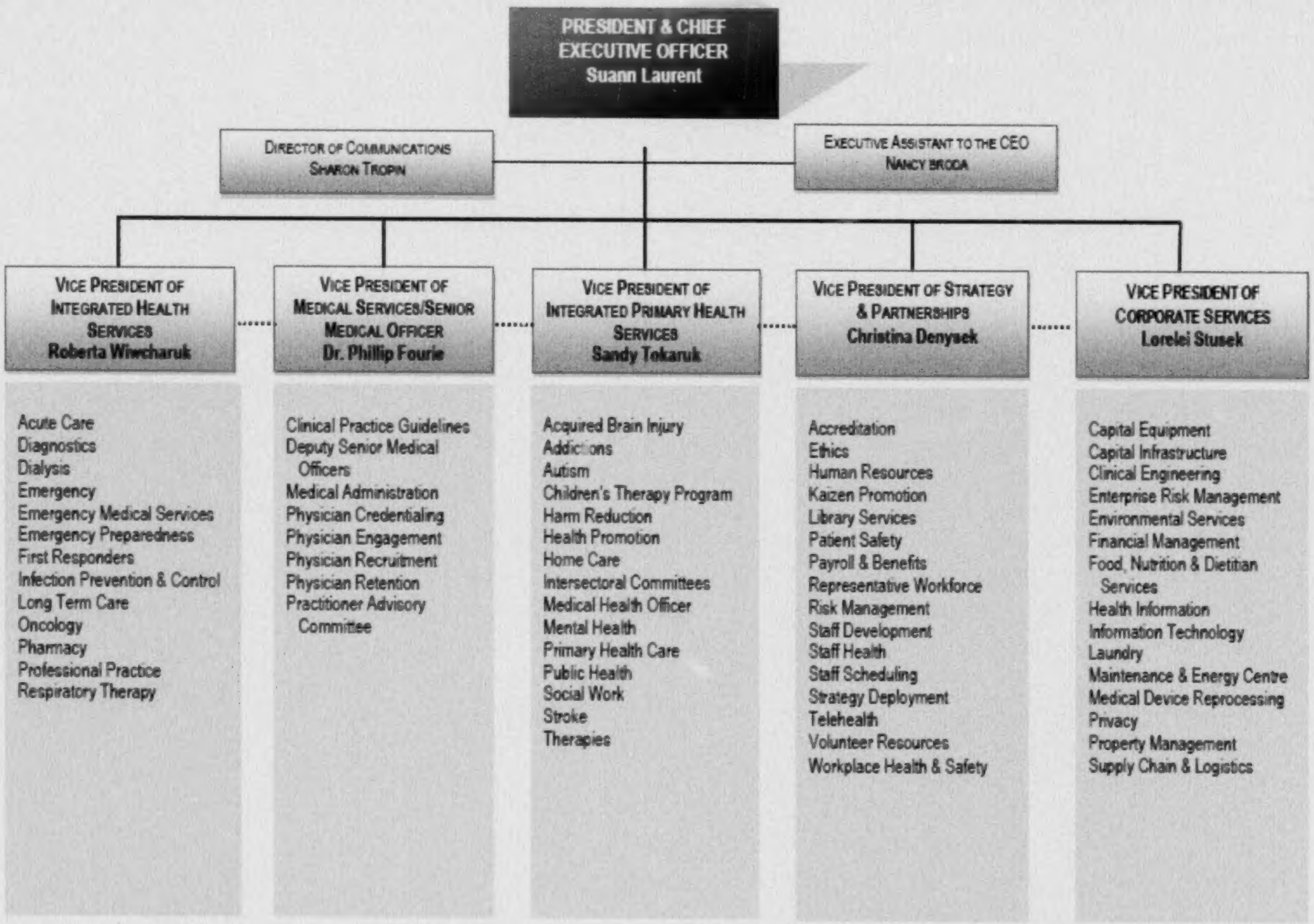
Dr. Phillip Fourie

Vice President of Medical Services/Senior Medical Officer

Dr. Fourie has practiced family medicine in Yorkton for over fifteen years, arriving in 1999 from South Africa where he completed his medical degree at the University of Stellenbosch in 1995. Dr. Fourie also holds a Diploma in Anesthesia from the College of Medicine of South Africa. He furthered his education in Health System Quality Improvement at Inter-Mountain Health Care and Lean Leadership Certification. Past-president of the Saskatchewan Medical Association, Sunrise Health Region Medical Association, former Chief of Family Medicine, and Saskatchewan Medical Association board member from 2005-2012, Dr. Fourie has served on several regional and provincial committees since 2000: Primary Care, e-Health, Pharmacy Information Program, Recruitment, Ethics and Citizen portal. Dr. Fourie commenced his duties of Senior Medical Officer for Sunrise Health Region on October 15, 2012 and continues to work as a family physician in Yorkton. Dr. Fourie is a certified Lean Leader.

Organizational Report - CEO Direct Reports

As of March 31, 2016



PRESIDENT & CHIEF EXECUTIVE OFFICER
Suann Laurent

DIRECTOR OF COMMUNICATIONS
SHARON TROPIN

EXECUTIVE ASSISTANT TO THE CEO
NANCY BRODA

VICE PRESIDENT OF INTEGRATED HEALTH SERVICES
Roberta Wiwcharuk

- Acute Care
- Diagnostics
- Dialysis
- Emergency
- Emergency Medical Services
- Emergency Preparedness
- First Responders
- Infection Prevention & Control
- Long Term Care
- Oncology
- Pharmacy
- Professional Practice
- Respiratory Therapy

VICE PRESIDENT OF MEDICAL SERVICES/SENIOR MEDICAL OFFICER
Dr. Phillip Fourie

- Clinical Practice Guidelines
- Deputy Senior Medical Officers
- Medical Administration
- Physician Credentialing
- Physician Engagement
- Physician Recruitment
- Physician Retention
- Practitioner Advisory Committee

VICE PRESIDENT OF INTEGRATED PRIMARY HEALTH SERVICES
Sandy Tokaruk

- Acquired Brain Injury
- Addictions
- Autism
- Children's Therapy Program
- Harm Reduction
- Health Promotion
- Home Care
- Intersectoral Committees
- Medical Health Officer
- Mental Health
- Primary Health Care
- Public Health
- Social Work
- Stroke
- Therapies

VICE PRESIDENT OF STRATEGY & PARTNERSHIPS
Christina Denysek

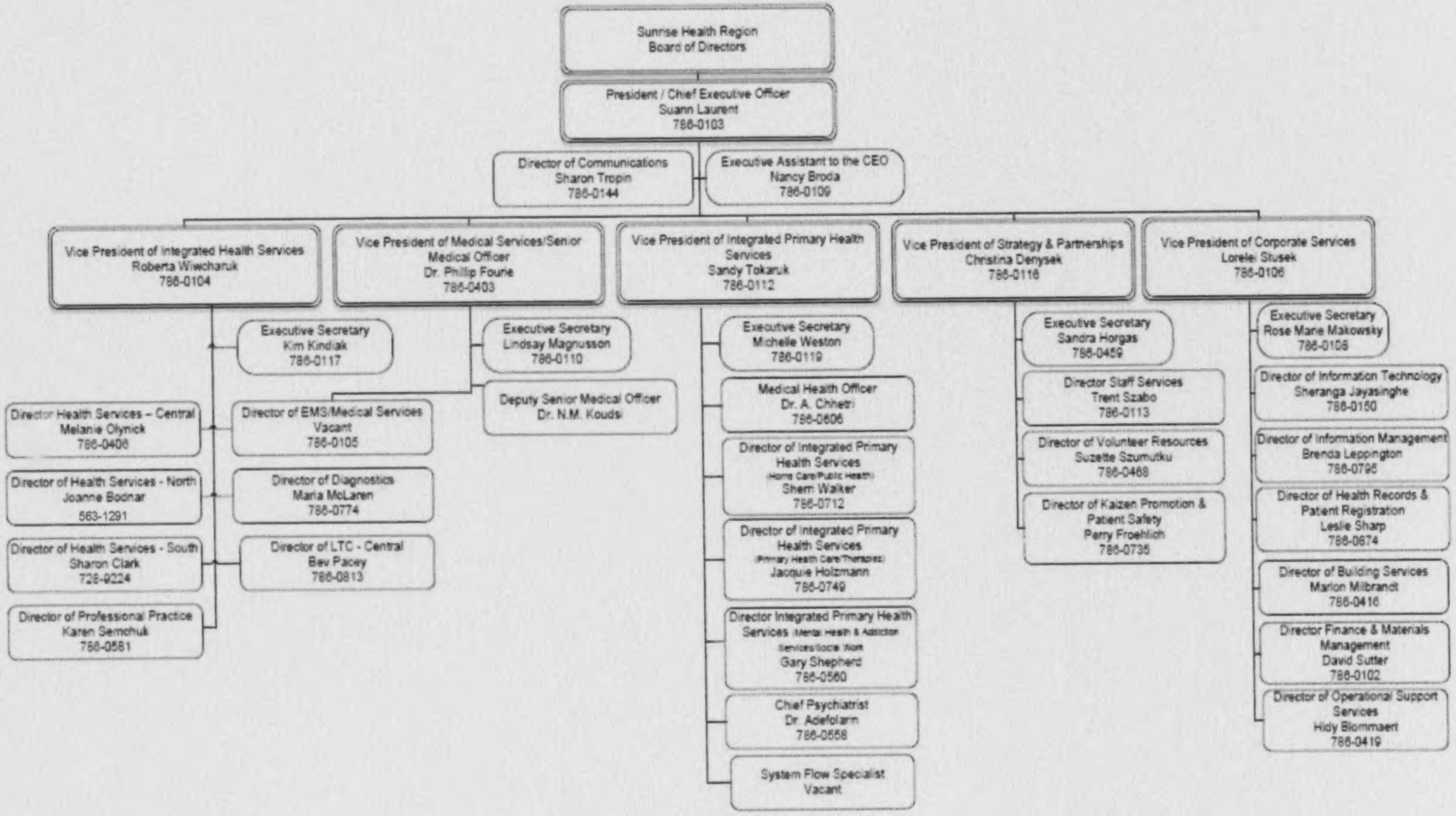
- Accreditation
- Ethics
- Human Resources
- Kaizen Promotion
- Library Services
- Patient Safety
- Payroll & Benefits
- Representative Workforce
- Risk Management
- Staff Development
- Staff Health
- Staff Scheduling
- Strategy Deployment
- Telehealth
- Volunteer Resources
- Workplace Health & Safety

VICE PRESIDENT OF CORPORATE SERVICES
Lorelei Stusek

- Capital Equipment
- Capital Infrastructure
- Clinical Engineering
- Enterprise Risk Management
- Environmental Services
- Financial Management
- Food, Nutrition & Dietitian Services
- Health Information
- Information Technology
- Laundry
- Maintenance & Energy Centre
- Medical Device Reprocessing
- Privacy
- Property Management
- Supply Chain & Logistics

Organizational Report - Executive Leadership

As of March 31, 2016


Sunrise Health Region
Board of Directors
President / Chief Executive Officer
Suann Laurent
786-0103
Director of Communications
Sharon Tropin
786-0144
Executive Assistant to the CEO
Nancy Broda
786-0109
Vice President of Integrated Health Services
Roberta Wiwcharuk
786-0104
Executive Secretary
Kim Kindiak
786-0117
Director Health Services – Central
Melanie Olynick
786-0406
Director of Health Services - North
Joanne Bodnar
563-1291
Director of Health Services - South
Sharon Clark
728-9224
Director of Professional Practice
Karen Semchuk
786-0581
Director of EMS/Medical Services
Vacant
786-0105
Director of Diagnostics
Maria McLaren
786-0774
Director of LTC - Central
Bev Pacey
786-0813
Vice President of Medical Services/Senior Medical Officer
Dr. Phillip Fourie
786-0403
Executive Secretary
Lindsay Magnusson
786-0110
Deputy Senior Medical Officer
Dr. N.M. Koudsi
Vice President of Integrated Primary Health Services
Sandy Tokaruk
786-0112
Executive Secretary
Michelle Weston
786-0119
Medical Health Officer
Dr. A. Chhetri
786-0606
Director of Integrated Primary Health Services
(Home Care/Public Health)
Sherri Walker
786-0712
Director of Integrated Primary Health Services
(Primary Health Care/Therapies)
Jacquie Holzmann
786-0749
Director Integrated Primary Health Services (Mental Health & Addiction Services/Social Work
Gary Shepherd
786-0560
Chief Psychiatrist
Dr. Adefolarin
786-0558
System Flow Specialist
Vacant
Vice President of Strategy & Partnerships
Christina Denysek
786-0116
Executive Secretary
Sandra Horgas
786-0459
Director Staff Services
Trent Szabo
786-0113
Director of Volunteer Resources
Suzette Szumutku
786-0468
Director of Kaizen Promotion & Patient Safety
Perry Froehlich
786-0735
Vice President of Corporate Services
Lorelei Stusek
786-0106
Executive Secretary
Rose Marie Makowsky
786-0106
Director of Information Technology
Sheranga Jayasinghe
786-0150
Director of Information Management
Brenda Leppington
786-0795
Director of Health Records & Patient Registration
Leslie Sharp
786-0674
Director of Building Services
Marion Milbrandt
786-0416
Director Finance & Materials Management
David Sutter
786-0102
Director of Operational Support Services
Hildy Blommaert
786-0419

601East
outreach

Jillian Henry-Wilkinson and Glenna Stringer with 601 Yorkton Outreach

Public Transparency

Regional Health Authority

Sunrise Health Region lists on its website the dates, times and locations of all public Regional Health Authority (RHA) meetings. Members of the public and area journalists are welcome to attend and observe the meetings. Members of the public can also contact the region and request to be included on the meeting agenda and make presentations to the RHA. All decisions of the RHA must be made during meetings open to the public.

Once approved, the RHA posts minutes of its meetings on the website. The minutes are public documents, as are the Strategic Plan and this Annual Report. Hard copies of the Annual Report can be obtained at the region's administrative office in Yorkton. Subsequent to all RHA meetings, the region distributes, to staff and to all local media outlets, a newsletter summarizing the meeting's highlights called the *BoardBrief*.

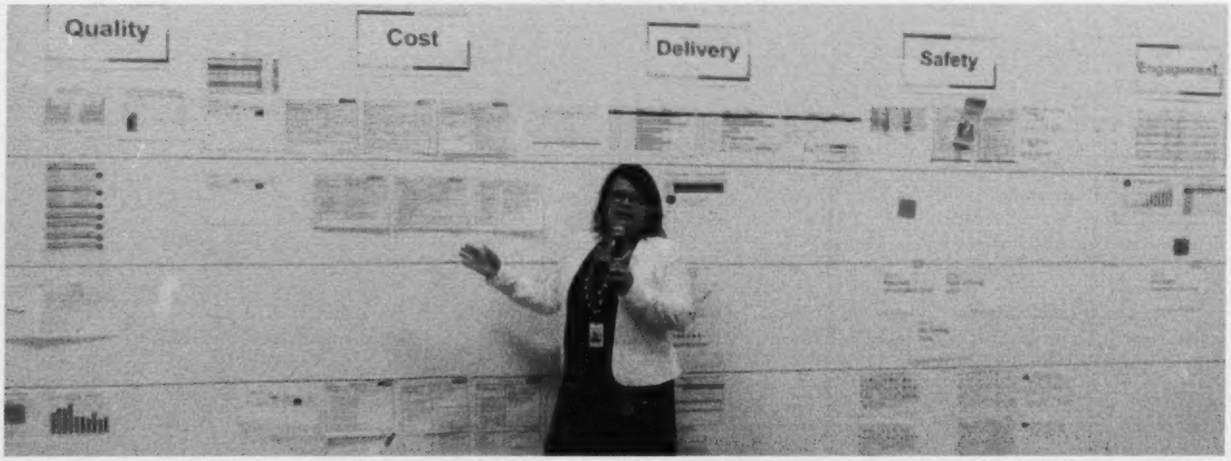
Community Health Advisory Committees

New members were appointed this year to the region's three geographically based Community Health Advisory Committees (CHACs) and the Terms of Reference was refreshed.

The purpose of these committees is to provide the Sunrise Regional Health Authority with community input to improve the health of communities. CHACs provide community feedback to the RHA in the areas of program and service development and delivery, health issues, needs and priorities, access to health services, and promotion of health. CHAC members are members of the public appointed by the RHA. Prospective members may be self-recommended or by existing CHAC members, community groups or individuals, and are expected to complete a declaration of interest. At least three meetings occur per year, including one plenary meeting.

CHAC Committee Membership:

Area 1: Kaylie Bowes (Kamsack), Charles Goosen (Hyas), Ken Kaban (Foam Lake), Patricia Kachman (Hyas), Michael Kaminski (Invermay), Devin Klapatiuk (Kamsack), Agnes Murrin (Preeceville), Linda Osachoff (Canora), Connie Rosowsky (Kamsack), Lexie Tomochko (Kamsack), Andrea Verigin (Kamsack)



President & CEO Suann Laurent leading a Strategic Visibility Wall Walk

Area 2: Deb Cook (Yorkton), Minnie Kuspira (Yorkton), Barbara Lang (Yorkton), Geraldine Peppler (Yorkton), Juanita Polegi (Jedburgh), Vi Schappert (Yorkton), Ella Sernowski (Yorkton), Carol Tamblyn (Yorkton)

Area 3: Brenda Becker (Churchbridge), Beatrice Boychuk (Ituna), Mildred Danylko (Calder), Lori Hutchison-Hunter (Melville), Judi Prier (Churchbridge), Monica Roussin (Esterhazy), Mark Stoll (Melville), Ruth Swanson (Churchbridge), Louise Thompson (Duff)

In addition to the Community Health Advisory Committees, the health region also has public/external participants on the Client & Family Centred Care Steering Committee, Regional Palliative Care Committee, Regional Spiritual Care Committee, Regional Ethics Committee, and Home Care Quality Improvement Committee. There are also Resident/Family Councils at all long-term care facilities in the region. There are also public/external participants on several of the health region's accreditation teams, emergency planning committees and involved on our Rapid Process Improvement Workshop (RPIW) teams.

Client and Family Centred Care Regional Steering Committee

The region's focus is on advancing the philosophy of client and family centred care and to that end, the region has recruited clients and family members to participate on a Client and Family Centred Care Regional Steering Committee. The intent of the committee is to lead, encourage and support the spread of client and family centred care throughout the region in all departments, services and levels of the organization. The committee identifies client and family centred care priorities for the region (in alignment with the Ministry of Health Patient and Family Centred Care framework) and develops action plans. Recruitment efforts continue for client and family advisors for the Steering Committee, ad-hoc working groups, representation on committees and client and family advisors for ongoing improvement work. In 2015-16, there were nine client and family advisors involved in improvement initiatives in our region

Our People and Services

Sunrise Health Region provides health services to the residents of 48 cities, towns and villages, 28 rural municipalities, and three First Nations in east central Saskatchewan – approximately 58,923 Saskatchewan residents in total.

As of March 31, 2016, the health region employed 2,961 staff members who provide and support health care within our 26 facilities, three leased properties, and through community-based services. The region's head offices are located in the City of Yorkton, which is the largest and the most central community in the region, and is the location of the regional health centre.

In the spring of 2015 the health region distributed the Report to the Community, an easy reference guide providing residents with contact information, information about new initiatives, and how to access services offered by the region. Featured items in the 2015 Report to the Community were: client and family centred care, the Sunrise Health and Wellness Centre, volunteers and partners, Community Health Advisory Committees, flooding in Melville, improving patient safety, gentle persuasive approaches in healthcare and the Canora Collaborative Emergency Centre.

Services provided throughout the health region include a comprehensive range of health prevention/promotion, acute care, supportive and rehabilitative services, that are located in institutions, communities and people's homes. Below is a sampling of service volumes provided by Sunrise Health Region in 2015-16:

- 9,557 regional influenza vaccines were given for the 2014-2015 influenza season. Staff Health administered 1,104 influenza immunizations to staff.
- 488 early visiting program "maternal/newborn" initial home visits in 2015 (all communities)
- 1,012 premises inspections by public health inspection
- 199 plumbing inspections (urban and rural) and 67 rural private sewage system inspections
- 96% completion rate for inspecting licensed category 1 facilities
- 166 animal bites followed up by public health; 249 hours required for investigation and follow-up
- 3,108 students in 22 schools participated in fluoride mouth rinse programs (89% participation rate)
- 32,323 hours of home care nursing service

Resident and staff at Lakeside Manor Care Home - Saltcoats

- 56,661 hours of home care support and personal care
- 35,185 "meals on wheels" delivered
- 31,572 clients were seen in therapy programs (7,142 were new clients this year)
- 97,314 therapy visits
- 100,399 square meters of health care facilities cleaned and maintained each day
- 2,872 surgeries were performed
- 2,439 clinical and educational Telehealth sessions were delivered
- 61,399 emergency room visits occurred
- 39,285 x-ray exams, 3,442 mammography exams and 8,600 ultrasounds
- 7,032 emergency response calls
- 6,770 mental health visits, excluding psychiatry and addictions
- 701 newborns were delivered

Surgical Cases

	2012-13	2013-14	2014-15	2015-16
Actual Surgeries performed	2,905	2,887	2,989	2,865
Provincial Target for Sunrise	3,300	3,300	3,300	2,850

Sample Volumes and Costs

Service	2013-14 Volumes	2014-15 Volumes	2015-16 Volumes	2015-16 Cost Per Service	2015-16 Total Annual Cost
Hemodialysis Patients	407	438	449	$4,261.00	$1,913,549 *
ER Visits (YRHC only)	17,840	20,029	20,443	$138.00	$2,822,714*
CT Scans	4,428	5,039	4,867	$261.00	$1,269,949 *

* Rounded to the nearest one-hundredth

Our Buildings

Facility	*Address*	*Year Built*	*Square Footage*	*Acute Beds*	*LTC Beds*	**Other Beds*
Canora Gateway Lodge	212 Centre Ave. E. Canora	1972 1982 *r*	36,942		63	1
Canora Hospital	1219 Main St. Canora	1968	41,097	16		
Esterhazy-Centennial Special Care Home	300 James St. Esterhazy	1969	33,217		52	1
St. Anthony's Hospital, Esterhazy (affiliate)	216 Ancona St. Esterhazy	1966	23,013	22		
Foam Lake Health Centre	715 Sask. Ave. E. Foam Lake	1981	12,798			
Foam Lake Jubilee Home	421 Alberta Ave. E., Foam Lake	1966	26,490		49	2
Invermay Health Centre	303 4th Ave. N. Invermay	1958	18,202		25	1
Ituna Pioneer Health Care Centre	320 5th Ave. N.E. Ituna	1974	20,914		36	2
Kamsack Hospital & District Nursing Home	341 Stewart St. Kamsack	1962 1994 *r*	77,350	20	61	2
Kamsack Public Health & Administration	359 Queen Elizabeth Blvd. E. Kamsack		7,000			
Langenburg Health Care Complex/ Centennial Special Care Home	200 Heritage Dr. Langenburg	1976 1995 *r*	35.941		45	2
Melville Health Centre (connects St. Peter's Hospital and St. Paul Lutheran Home)	200 Heritage Dr. Melville	2002	51,849			
Norquay Health Centre	335 East Road Allow. S. Norquay	1962	21,765		31	1

**Other beds - includes respite, stroke program, transition and mental health beds* **r - Renovation/addition*

THEODORE HEALTH CENTRE

Theodore Health Centre, Preeceville & District Health Centre and Langenburg Health Care Centre

Facility	*Address*	*Year Built*	*Square Footage*	*Acute Beds*	*LTC Beds*	**Other Beds*
Preeceville & District Health Centre	712 7th St. NE Preeceville	1970 2009 *r*	46,145	10	38	2
Saltcoats Lakeside Manor Care Home	101 Crescent Lake Rd., Saltcoats	1986	20,591		30	
St. Paul Lutheran Home (affiliate)	100 Heritage Dr. Melville	1962	78,738		128	1
St. Peter's Hospital (affiliate)	200 Heritage Dr. Melville	2002	35,047	30		
Theodore Health Centre	615 Anderson Dr. Theodore	1986	19,278		19	
Yorkton Public Health	150 Independent St., Yorkton	1957	25,005			
West Unit - Yorkton Regional Health Centre	270 Bradbrooke Dr, Yorkton	1962	16,432			
Pine Unit - Yorkton Regional Health Centre	270 Bradbrooke Dr, Yorkton	1962	16,432			16
Park Unit - Yorkton Regional Health Centre	270 Bradbrooke Dr, Yorkton	1962	16,432			
Prairie Unit - Yorkton Regional Health Centre	270 Bradbrooke Dr, Yorkton	1962	16,432			
Yorkton Mental Health Centre	270 Bradbrooke Dr., Yorkton	1962	42,847			
Yorkton & District Nursing Home	200 Bradbrooke Dr., Yorkton	1966 2005 *r*	169,424		211	17
Yorkton Regional Health Centre	270 Bradbrooke Dr., Yorkton	1959 1985 *r*	202,167	87		
TOTAL				**185**	**788**	**48**

**Other beds - includes respite, stroke program, transition and mental health beds* **r - Renovation/addition*

Our Health Partners

Affiliated Health Care Organizations:

St. Paul Lutheran Home, Melville; St. Peter's Hospital, Melville; St. Anthony's Hospital, Esterhazy

Affiliated with Sunrise Regional Health Authority are three faith-based facilities. St. Paul Lutheran Home is a 129-bed long-term care facility; St. Anthony's is a 22-bed hospital; and St. Peter's is a 30-bed hospital. (St. Paul and St. Peter's are located together with the Saul Cohen Family Resource Centre and community-based services in Melville, as part of the Melville District Health Centre). *The Regional Health Services Act* defines the financial and operational relationship of health regions and affiliates. Governed by its own Board of Directors, each affiliate appoints a facility administrator to oversee the facility's staff and management team. The three affiliates and Sunrise Health Region have a very close, and almost completely integrated, management team. The affiliates have chosen a relationship whereby they follow all policies and procedures of the region (that do not infringe upon the faith-based mandates of the organizations); human resource, finance and operational support services are fully integrated. The Sunrise Health Region and its affiliate partners produce a consolidated financial statement each year.

The Health Foundation

The Health Foundation is a non-profit organization led by a volunteer board of directors that raises money to purchase medical equipment for the Sunrise Health Region. The Health Foundation puts on several events each year including the Chase the Ace Lottery, the Airwaves for Health Radiothon in April, the Learn to Run clinics that start each year in May, the Charity Golf Classic in June, the Charity Road Race in August and the Gala Evening in Yorkton in October. The Sunrise Health Region President & CEO and a Sunrise Regional Health Authority board member sit on The Health Foundation's Board.

KidsFirst

KidsFirst is an early childhood development program, intended to provide vulnerable children with the best possible start in life, and to encourage nurturing and supportive well-functioning families and communities. The KidsFirst program provides home visiting services, early learning and child care spaces, mental health and addiction counseling, and other supports to families in need. Sunrise Health Region is the accountable partner and provides the KidsFirst program with financial, payroll and information technology services for a fee.

St. Anthony's Hospital, Esterhazy

Emergency Medical Services

Sunrise Health Region provides emergency medical services, ambulance services, and first responder services to communities in the health region by a combination of contract ambulance services and region-owned services.

RHA owned and operated:
Esterhazy Emergency Medical Service
Ituna Emergency Medical Service
Langenburg Emergency Medical Service
Melville Emergency Medical Service

Privately contracted:
Canora Ambulance Care
Crestvue Ambulance Services (Yorkton and area)
Duck Mountain Ambulance Care (Kamsack, Norquay and area)
Preeceville Ambulance Service
Shamrock Ambulance Service (Foam Lake and area)

Society for the Involvement of Good Neighbours (SIGN)

SIGN is a not-for-profit family and community service agency. SIGN develops and delivers services to enhance the quality of life for individuals and groups in the Yorkton area. Their programming consists of education, mentoring, and counseling services. Sunrise Health Region has a contract with SIGN for services provided and an annual service agreement setting out the budget and terms and conditions.

First Nations

The Sunrise Health Region Medical Health Officer connects at the provincial level with the Medical Health Officer for First Nations and Inuit Health. Sunrise Health Region and The Key, Keeseekoose and Cote First Nations continued our contract agreements to provide Home Care services on reserve. The region also works in partnership with the Yorkton Tribal Council to support outreach services from Integrated Primary Health Care to The Key, Cote and Keeseekoose First Nations. Clinics are scheduled regularly on-reserve, focused on offering services to support the health and wellbeing of women in the communities. Clinic services

Attendees at St. Peter's Hospital's 75th anniversary celebration

focus on women's reproductive and gynecological health that include: pap smears, breast exams, sexually transmitted infections testing, treatment and counseling, birth control, bone health, mental health, pregnancy testing, menopause education and support and prenatal care. The region also provides on-reserve therapies and mental health services. The region became a member of The Saulteaux Pelly Agency Health Initiative in January of 2014, which includes representatives from the First Nation Communities, Sunrise Health Region, the College of Physicians and Surgeons of Saskatchewan, the Saskatchewan government and the Federal government. The purpose of the committee is to work together to achieve improvement in the holistic health of the communities.

3sHealth Shared Services

3sHealth provides province-wide shared services to support Saskatchewan's healthcare system. Working together with our partners, we find innovative solutions to complex problems to help create a sustainable system for future generations. They place patients and their families at the centre of all that we do; working with our partners to improve quality and ensure patient safety. The shared services 3sHealth provides include payroll and employee benefits administration for over 42,000 healthcare system employees, as well as joint contracting for goods and services. 3sHealth identify and provide new shared service opportunities to support better health, better care, better value, and better teams.

3sHealth implemented five values that guide our work, priorities, and interactions with clients and stakeholders:

- Collaboration
- Innovation
- Integrity and trust
- Transparency
- Bold and courageous leadership

Sunrise in Yorkton

Our Region

Demographics and Other Factors

In 2015, Sunrise Health Region had a total covered population of 58,923, a decrease of 628 people from the population reported in 2014. The source for this information is the Saskatchewan Ministry of Health 2015 Covered Population document. The "Covered Population" lists the number of persons eligible for health insurance benefits in Saskatchewan with breakdowns by known residence code. If a person resides in a rural municipality, picks up their mail in a village, town or city, and only provides the Ministry of Health with a correspondence address, that person is assigned the residence code for the correspondence address, rather than for the rural municipality. The full document is available on the eHealth website http://population.health.gov.sk.ca/.

Covered Population Statistics	2015	% of Total Pop
Yorkton	19,042	32.3%
Melville	5,186	8.8%
Canora	3,262	5.5%
Esterhazy	3,155	5.4%
Kamsack	2,340	4.0%
Foam Lake	1,514	2.6%
Preeceville	1,470	2.5%
Langenburg	1,421	2.4%
	37,390	**62.2%**
68 smaller towns, villages, hamlets and RMs	**19,905**	**35.0%**
Key, Cote, Keeseekoose First Nations	**1,628**	**2.8%**
TOTAL	**58,923**	100%

Residents at the Lakeside Manor county fair

A key characteristic of the health region's population continues to be a population significantly older than the provincial average. The percentage of the population over age 65 years stayed relatively the same over the past year. The region's population remains proportionately older than elsewhere in the province and one of the oldest in the country. Of the health region's population, 21% are over age 65 (provincially, 14.5%).

Other population characteristics from Statistics Canada 2011 data: the total aboriginal population in Sunrise Health Region is 8.5%, the unemployment rate for persons +15 years of age is 4.8%, and the proportion of those aged 25 to 54 years with post-secondary education is 50.4%.

As of March 31, 2016 Sunrise Health Region employed 2,961 people or 5% of the region's population.

Participants in a Rapid Process Improvement Workshop at the Sunrise Health & Wellness Centre

Health Status and Outcome Indicators

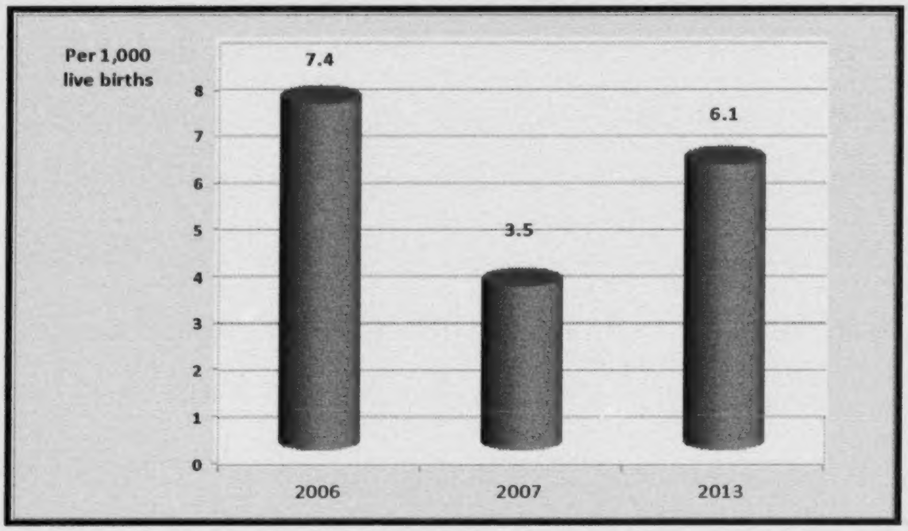
Health Status and Outcome Indicators

** Please refer to source documents for details on the indicators, the sources for their calculations and methodology. Source data for Statistics Canada can be found at www.statcan.gc.ca.

Infant Mortality

According to the Health Profile of December 2013 from Statistics Canada, the infant mortality rate for Sunrise Health Region was 6.1 per 1,000. According to data from the Saskatchewan Prevention Institute, this rate was 7.4 per 1,000 in 2006 and 3.5 per 1,000 in 2007. (see figure below)

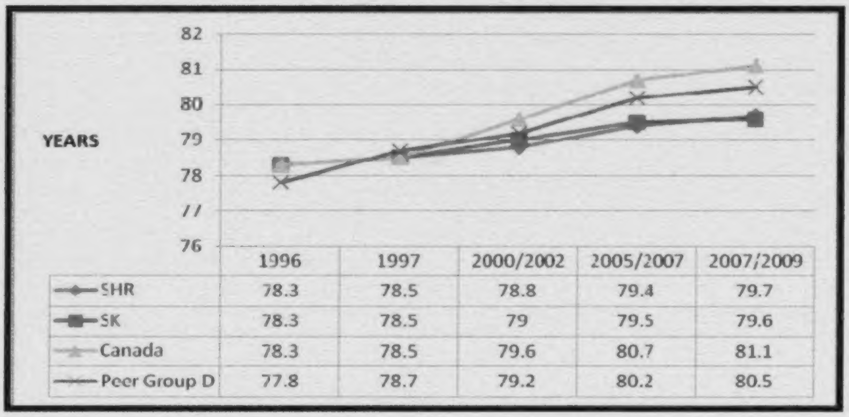
Infant Mortality rates in Sunrise Health Region from 2006 to 2013



Life Expectancy

The figure below shows that in Sunrise Health Region, life expectancy at birth increased steadily from 78.3 years in 1996 to 79.7 years during the period 2007/2009. However, this increase has been below the average increase experienced in similar health regions, Saskatchewan and Canada. Further analysis has shown that since 2000, the difference in life expectancy at birth between Sunrise Health Region and Canada has been statistically significant. Compared to Saskatchewan, the difference was not statistically significant during both periods. Compared to similar health regions, the difference was statistically significant only during the periods 2005/2007 and 2007/2009.

Life expectancy at birth in Sunrise Health Region, Saskatchewan, Canada and Peer Group D health regions
(Source of data: Statistics Canada, CANSIM tables 102-0018, 102-0218 and 102-4307)



	1996	1997	2000/2002	2005/2007	2007/2009
SHR	78.3	78.5	78.8	79.4	79.7
SK	78.3	78.5	79	79.5	79.6
Canada	78.3	78.5	79.6	80.7	81.1
Peer Group D	77.8	78.7	79.2	80.2	80.5

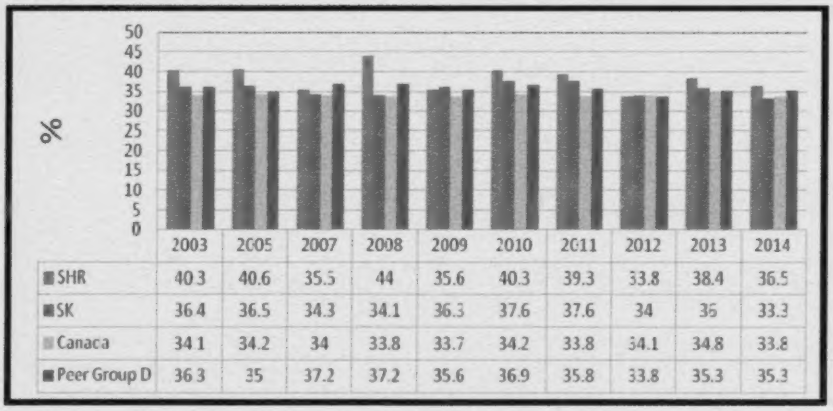
Overweight and Obesity

Body mass index is calculated as kilograms per metre squared. To calculate your own body mass = (your weight in kgs) ÷ (your height in metres) ÷ (your height in metres). According to the World Health Organization (WHO) and Health Canada guidelines, the index for body mass classifications are:

- less than 18.50 kg/m^2 (underweight);
- 18.50 to 24.99 (normal weight);
- 25.00 to 29.99 (overweight);
- 30.00 to 34.99 (obese, class I);
- 35.00 to 39.99 (obese, class II);
- 40.00 or greater (obese, class III)

Obesity has been linked with many chronic diseases, including hypertension, type 2 diabetes, cardiovascular disease, osteoarthritis and certain types of cancer.

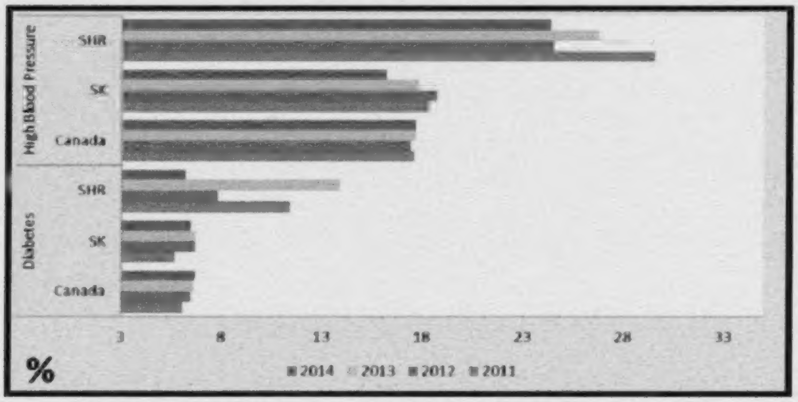
As shown in the figure below, the prevalence of self-reported overweight in adults in Sunrise Health Region decreased from 39.3 % in 2011 to 33.8 % in 2012 and was comparable to rates from Peer Group D, Saskatchewan and Canada. However, in 2013 and 2014, it increased to 38.4% and 36.5% respectively.



	2003	2005	2007	2008	2009	2010	2011	2012	2013	2014
■ SHR	40.3	40.6	35.5	44	35.6	40.3	39.3	33.8	38.4	36.5
■ SK	36.4	36.5	34.3	34.1	36.3	37.6	37.6	34	35	33.3
■ Canada	34.1	34.2	34	33.8	33.7	34.2	33.8	34.1	34.8	33.8
■ Peer Group D	36.3	35	37.2	37.2	35.6	36.9	35.8	33.8	35.3	35.3

Proportion of the population who self-reported as diagnosed by a health professional having Diabetes and Hypertension, 2011 to 2014

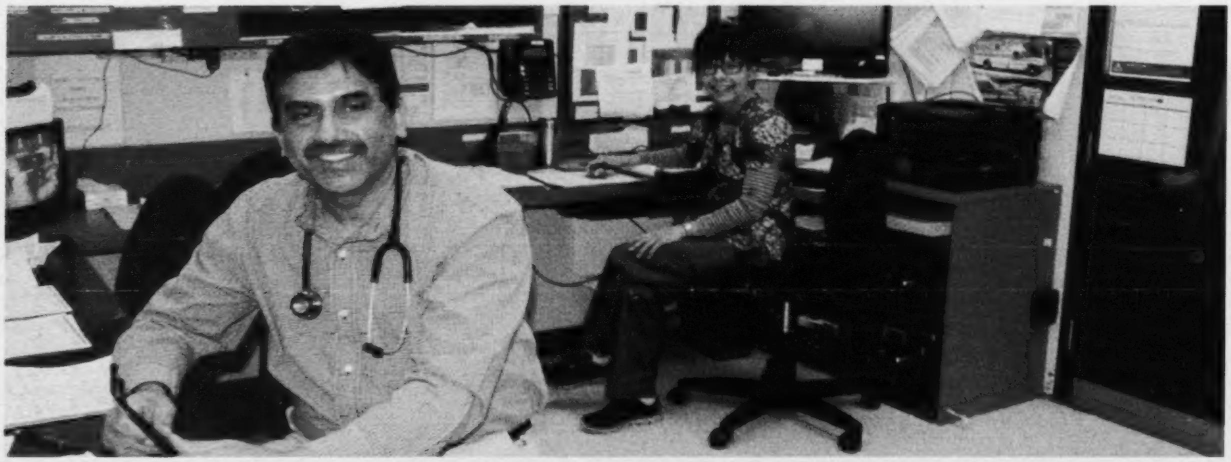
(Source of data: Statistics Canada, Canadian Community Health Survey, CANSIM table 105-0501)



The figure above shows the population aged 12 and over who reported that they have been diagnosed by a health professional as having diabetes and high blood pressure. Compare to Canada and Saskatchewan, Sunrise Health Region has higher rates of both self-reported high blood pressure and diabetes.

Self-reported Health Status

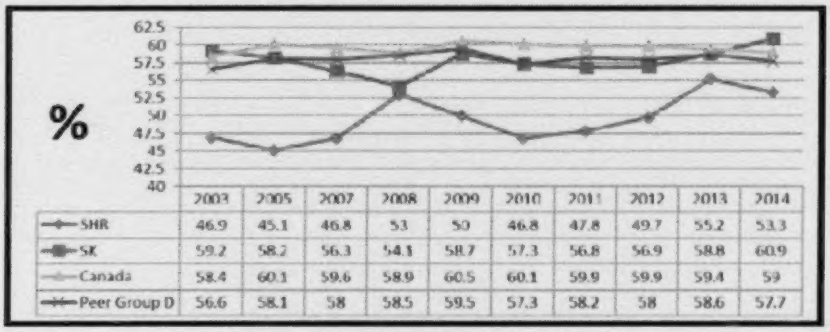
Over the period from 2003 to 2014, approximately half of Sunrise Health Region residents rated their health as very good or excellent. This number has steadily increased from 46.8 % to just above 55% between 2010 and 2013. However, in 2014 the figure dropped to 53.3%. During the same period, the proportion of Sunrise Health Region residents who rated their health as very good or excellent was less than Canada, Saskatchewan and Peer Group D health regions as depicted in the next figure.



Dr. Chhina and Deb Cottenie at Kamsack Hospital

Proportion of population 12 years and above that rated their health as very good or excellent in Sunrise Health Region, Saskatchewan and Peer Group D health regions from 2003 to 2014

(Source of data: Statistics Canada, Canadian Community Health Survey, CANSIM table 105-0501)

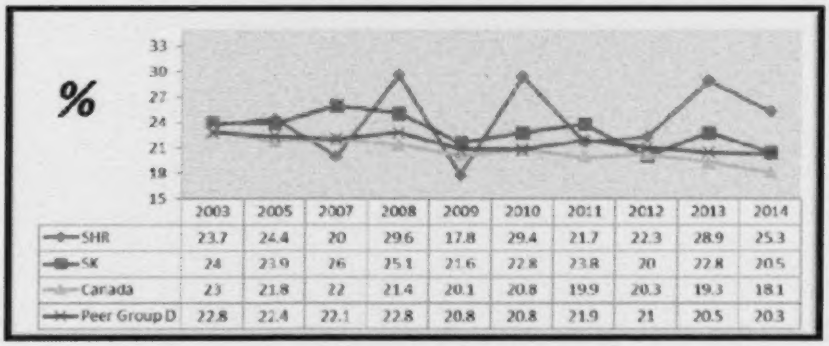


	2003	2005	2007	2008	2009	2010	2011	2012	2013	2014
SHR	46.9	45.1	46.8	53	50	46.8	47.8	49.7	55.2	53.3
SK	59.2	58.2	56.3	54.1	58.7	57.3	56.8	56.9	58.8	60.9
Canada	58.4	60.1	59.6	58.9	60.5	60.1	59.9	59.9	59.4	59
Peer Group D	56.6	58.1	58	58.5	59.5	57.3	58.2	58	58.6	57.7

The following graph provides the proportion (%) of residents who self reported as current smokers (daily or occasional). In the Sunrise Health Region, this trend is gradually increasing from 21.7% in 2011 to just over 25% in 2014. Overall, the figure is comparable to Saskatchewan and peer group D.(Source: Statistics Canada, CANSIM table 105-0501)

Proportion of population who self-reported as current smokers (daily or occasional) Canada, Saskatchewan and Peer Group D health regions from 2003 to 2014

(Source of data: Statistics Canada, Canadian Community Health Survey, CANSIM table 105-0501)



	2003	2005	2007	2008	2009	2010	2011	2012	2013	2014
SHR	23.7	24.4	20	29.6	17.8	29.4	21.7	22.3	28.9	25.3
SK	24	23.9	26	25.1	21.6	22.8	23.8	20	22.8	20.5
Canada	23	21.8	22	21.4	20.1	20.8	19.9	20.3	19.3	18.1
Peer Group D	22.8	22.4	22.1	22.8	20.8	20.8	21.9	21	20.5	20.3

Major Events and Mitigated Risks

Accreditation

During the week of November 1-6, 2015, the region underwent an Accreditation Survey by Accreditation Canada. Sunrise Health Region met 95.8% of 1,954 individual criteria and 96.6% of high priority criteria. This is a significant achievement, and proves that the region has made great improvements since the last accreditation in 2012.

Accreditation is a voluntary process that allows the health region to evaluate and improve the quality of our services, and to assess those services against national best practices. Unmet criteria and required organizational practices were put into action plans and followed up to completion.

Remote Presence Technology (Seymour the Robot)

A new RP Vita (robot) arrived at Yorkton Regional Health Centre in 2015, to assist in the educational delivery of the Bachelor of Science - Nursing Program offered via Parkland College and the University of Saskatchewan, with clinical training in Sunrise Health Region. At an event in November, 2015, the robot was officially unveiled with the name "Seymour".

Seymour is an independently mobile robot with an articulated flat-screen monitor for visual display, dual camera configuration and full on-board audio which provides a seamless and immersive experience. The technology allows faculty to interact with students at remote sites to teach and assess clinical competencies. The robot is able to be at the bedside, and therefore, the instructor is able to observe students as they apply their teachings and are able to provide immediate feedback. Sunrise Health Region is exploring further clinical application to enhance services and support in our region.

Canora Collaborative Emergency Centre and Health & Wellness Centre

The Canora Collaborative Emergency Centre (CEC) and Health and Wellness Centre celebrated it's grand opening on November 19, 2015 in the newly renovated space at the Canora Hospital. The Canora project involves three components: the CEC model to stabilize emergency department coverage, extended hours of primary health care appointments, and construction of the Canora Health and Wellness Centre to bring the team together under one roof.

Since the CEC model was implemented, there have been no emergency department service interruptions, and primary health care appointments are more accessible with longer weekday hours and weekend appointment times available.

Canora Health and Wellness Centre reception area

Family Resource Centre in Kamsack

The Kamsack Family Resource Centre was opened on October 6, 2015. The Centre is based on the Yorkton Family Resource Centre model and provides parenting classes, social interaction, nutrition education and activities to support healthy families with early childhood development. The primary target population for the services are families with children aged five years and under.

Saulteaux Pelly Agency Health Initiative Steering Committee

The Saulteaux Pelly Agency Health Initiative Steering Committee includes representatives from the First Nation Communities, Sunrise Health Region, the College of Physicians and Surgeons of Saskatchewan, the provincial Ministry of Health and the Federal government. The Steering Committee discusses health concerns and works on strategies to improve the health status of persons living in the First Nations communities of The Key, Cote and Keeseekoose.

A Nurse Navigator was hired by Sunrise Health Region to work in Kamsack providing assessments and therapeutic interventions for clients and their families, and to build relationships and address the emotional and social needs of clients. A Nurse Practitioner also conducts women's wellness clinics once a month in each of the First Nations communities. The work of this committee continues in 2016 with the collaborative effort of all parties involved.

Food Trayline

On November 18, 2015, a new food trayline was installed at Yorkton Regional Health Centre. The trayline was designed by staff from the Food and Nutrition Services department during an improvement event. The goal was to create a safer, more efficient work environment and reduce the time it takes to assemble client trays, enabling better customer service and experience, as now hot items stay hotter and cold items stay colder.

Yorkton Milk Drop

Sunrise Health Region and NorthernStar Mothers Milk Bank opened a human milk depot (drop) in October, 2015. Milk drop locations allow donor mothers to safely and conveniently drop off their milk. Located in the Obstetrics Ward of the Yorkton Regional Health Centre, the Milk Drop ensures the safe handling, storage and transport of donated human milk via the NorthernStar Mothers Milk Bank in Calgary.

Bev Whitehawk, Nurse Navigator

Purposeful Interaction

Purposeful Interaction was implemented in the region in 2015. Purposeful Interaction is the practice of anticipating the needs of long-term care residents within a prescribed amount of time and improving resident safety and satisfaction while ensuring better clinical outcomes. Implementation has occurred in Invermay Health Centre, Esterhazy Centennial Special Care Home, Canora Gateway Lodge, Lakeside Manor Care Home, and Langenburg Centennial Special Care Home, with implementation in the remaining long-term care sites to be completed by 2017.

Client and Family Centred Care Videos

In October, the Client and Family Centred Care (CFCC) Regional Steering Committee released four videos based on the Core Concepts of client and family centred care: dignity and respect, information sharing, participation, and collaboration. The CFCC Regional Steering Committee is comprised of client and family representatives from across the region and Sunrise staff members who expressed interest in becoming involved in helping to improve care for the clients of Sunrise Health Region. The videos were created by the committee to be used as an education and awareness tool. More information about the CFCC initiative and the videos are available on the Sunrise Health Region website at www.sunrisehealthregion.sk.ca.

Methadone Program

In 2015, Sunrise Health Region officially took over management of the methadone program in Kamsack. The methadone program now includes support for the discontinuation of needle use, care and counseling to reduce risk of HIV and Hepatitis C, and help for those who no longer will benefit from methadone treatment to safely discontinue the treatment program.

Chronic Disease Health Fair

The Chronic Disease Management team at the Sunrise Health and Wellness Centre held a Health Fair in September of 2015. Cardiac and pulmonary rehabilitation nurses, the diabetes education team, and a pharmacist provided information to the public about heart disease, diabetes, COPD (Chronic Obstructive Pulmonary Disease) and asthma. Help with smoking cessation, exercise, arthritis, osteoporosis management and medication information was also provided.

Community Health Advisory Committee (CHAC)

The Health Region welcomed 10 new members to the Community Health Advisory Committees in 2015; included are three high school students which provide the region with input and perspective from the youth in the community. Connecting with CHAC provides an ongoing opportunity for community members to share their thoughts and provide suggestions to address important issues that impact the health of communities in our region. Continuing to draw on community members for feedback and input helps Sunrise Health Region provide a client-focused health system that is accessible and sustainable for all residents.

Healthy Beginnings Report

The Healthy Beginnings Report was released in 2015. The Report recognizes that healthy development in young children, beginning with a mother's health, lays the foundation for a lifetime of health, well being, and success. The report was created by KidsFirst and Sunrise Health Region to help decision makers understand the level of vulnerability experienced by children in the health region. From 2007-2014 the average vulnerability rate for children in Sunrise Health Region was 30.1%which is slightly lower than the provincial 33%. Kamsack, Preeceville and Yorkton areas have child vulnerability rates considerably higher than the provincial and regional averages. The health region will work in 2016 with these communities and other agencies to reduce risk factors for children.

Involvement in Schools

Sunrise Health Region is active in health promotion in both the Good Spirit and Christ the Teacher School Divisions. Presentations on pregnancy are given to the Life Transition class at the schools by a Nurse Practitioner and a Public Health Nurse, as well as Healthy Eating class presentations to students in psychology class. The Children's Therapy Program visit preschools and day cares to consult with care providers on age appropriate activities to promote healthy development.

Measles, Pertussis, and Low Immunization Rates

This year there were outbreaks of both Measles and Pertussis in the province. Pertussis, a serious infection of the respiratory (breathing) system, hit our region twice in 2015. Both illnesses can be prevented by a vaccine series given multiple times in childhood. In Sunrise Health Region, the childhood immunization rates for two year olds are lower than the provincial average. In 2016, a focus for Sunrise Health Region will be prevention of childhood illness by encouraging parents to immunize their children.

Mental Health

Sunrise Health Region has achieved the provincial wait time target for all four triage levels for five different mental health and addictions services. The provincial target is that by March of 2017, 85% of persons seeking mental health and addictions services be triaged and seen within appropriate timeframes. A new computerized system was also installed this year to help clinicians.

Acute Stroke Pathways

Sunrise Health Region is one of four health regions leading the way in advancement of the Acute Stroke Pathway for quicker care using best practices and the Sunrise Health Region

A group of Sunrise Health Region staff members who achieved Lean certification

Stroke Prevention Clinic is helping to prevent strokes by connecting clients at risk for stroke with education and neurologist consults via Telehealth (video conferencing).

CT Scanner

In 2015, the region received support to buy a new computed tomography (CT) scanner from the provincial government. The cost of a new CT scanner is estimated at $1.2 million. The Ministry of Health funded 50% of the replacement cost, and will continue to fund the operating costs associated with CT services. The Health Foundation of East Central Saskatchewan raised the remaining $600,000 of the new CT scanner cost as part of its capital campaign. By mid-March of 2016, the new CT scanner was in place.

Facebook

In September of 2015, Sunrise Health Region began using Facebook to reach out to people in the health region with information about workshops, health tips and service interruption notices. The goal is to build a local follower base in order to reach members of our community with general information and, more importantly, to quickly disseminate information when emergency or urgent information needs to be communicated. The Sunrise Health Region page can be found by searching "Sunrise Health Region" when logged in to Facebook.

Immunize or Mask

Saskatchewan's immunize or mask policy remained in place during the 2015-16 influenza season. The policy is voluntary for health care workers for the 2015-16 influenza season. While employees, physicians and volunteers are not required to immunize or mask this year, the region asked that our employees, physicians, and volunteers voluntarily choose to do one or the other. Unfortunately, we are seeing much lower rates of immunization this year among staff than in 2014.

St. Peter's Hospital 75th Anniversary Celebration

St. Peter's Hospital celebrated their 75th Anniversary by hosting a staff barbeque on Monday, June 8, 2015. A mass and dedication service, and an anniversary tea were held for the public on Wednesday, June 10, 2015, with the President and CEO and Board Chairperson in attendance.

Celebrating the Milk Drop grand opening at the Yorkton Regional Health Centre

Bed Transitions

Based on a study of bed utilization and needs in the region, in 2015 changes were made to some bed designations. The study found that some respite beds were not used to their full capacity in Theodore Health Centre, Langenburg Health Centre, Ituna Pioneer Health Care Centre, Yorkton & District Nursing Home, Invermay Health Centre, Lakeside Manor Care Home and Norquay Health Centre. The beds were converted to permanent long term care beds. The change took place as the beds became vacant. At Yorkton & District Nursing Home two transition beds were converted for Palliative Care. This change enhanced access for our residents.

Hand Hygiene

Hand Hygiene rates in the region are being closely monitored. The Infection Prevention and Control team of nurses, auditors and managers focused their attention on facilities exhibiting the lowest hand hygiene rates. The hand hygiene compliance rates are determined during monthly facility audits by trained auditors who observe direct care providers cleaning of hands for an appropriate amount of time using antibacterial gel or soap and water upon entering and exiting client/resident rooms. To achieve full compliance the employee must also have removed watches, rings, have no artificial nails and must wash hands before putting on and after taking off gloves.

Computerized Maintenance Management System

In 2015, as part of an Occupational Health and Safety audit, and recommendations by Accreditation Canada, Sunrise embarked on a Computerized Maintenance Management System (CMMS) for the Sunrise Health Region to achieve safety and reliability of our assets through a tracking system. CMMS is a tracking system for preventative maintenance checks, requisitions on equipment, and to determine end of life on equipment by tracking the number of equipment failures and requesting maintenance services.

2015-16 Budget Rollout

In May of 2015, the Health Authority approved a budget consisting of revenues totaling $221,180,657 balanced by total operating expenditures of $219,118,250 and $2,062,407 held for replacement reserves and repayment of mortgages and loans. The plan focused on continued improvements to safety, quality and access while reducing expenditures. Compensation costs continue to be the largest expenditure for the health region and account for 77% of total costs.

Progress in 2015-2016

The Regional Health Services Act defines the relationship between Sunrise Health Region, the Minister of Health, and the Ministry of Health. The "Regional Strategic Visibility Wall" is used by the Sunrise Regional Health Authority to track alignment with the targets set out in the health region's Strategic Plan and in the Ministry of Health Plan for 2015-16. The Regional Strategic Visibility Wall is located in the Mental Health Auditorium of Yorkton Regional Health Centre. During a "Wall Walk", which is held once each week and open to anyone who wishes to attend, the executive leadership describes the strategies the region is working on and progress towards the targets. Staff from each program and service departments/units monitor indicators relevant to their work on "Connecting Teams for Excellence" daily visibility management walls located in their work areas and these are accessible to staff and public. The schedules for the regional "Wall Walk" presentations are posted under the Strategy and Innovation section of www.sunrisehealthregion.sk.ca. "Wall Walk" videos are on the website in the News and Publications section. In the 2015-16 Annual Report the indicators are taken from monitoring reports posted on our visibility walls in 2015-16. Our Medical Health Officer compiles relevant health status indicators in this report using various provincial and federal health status reports.

The health region's strategic focus aligns under four "Betters", upon which objectives, plans and actions are built to achieve Better Health, Better Care, Better Teams, and Better Value for the people of Saskatchewan.

Better Health

Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Better Care

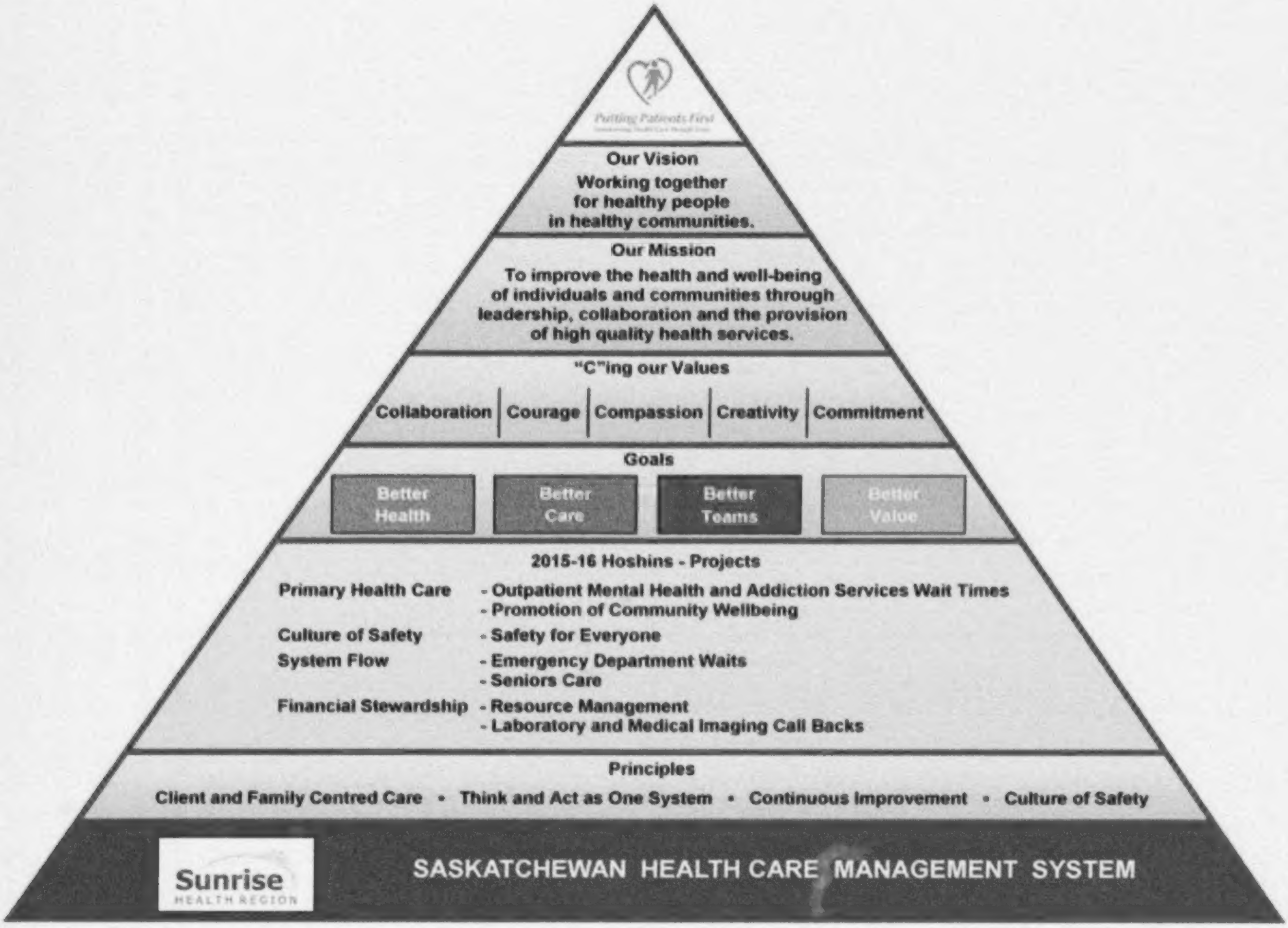
In partnership with clients and families, improve the individual's experience, achieve timely access and continuously improve healthcare safety.

Better Teams

Build safe, supportive and quality workplaces that support client and family-centered care and collaborative practices, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Better Value

Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.


Putting Patients First
Our Vision
Working together for healthy people in healthy communities.
Our Mission
To improve the health and well-being of individuals and communities through leadership, collaboration and the provision of high quality health services.
"C"ing our Values
Collaboration
Courage
Compassion
Creativity
Commitment
Goals
Better Health
Better Care
Better Teams
Better Value
2015-16 Hoshins - Projects
Primary Health Care
- Outpatient Mental Health and Addiction Services Wait Times
- Promotion of Community Wellbeing
Culture of Safety
- Safety for Everyone
System Flow
- Emergency Department Waits
- Seniors Care
Financial Stewardship
- Resource Management
- Laboratory and Medical Imaging Call Backs
Principles
Client and Family Centred Care • Think and Act as One System • Continuous Improvement • Culture of Safety
Sunrise HEALTH REGION
SASKATCHEWAN HEALTH CARE MANAGEMENT SYSTEM

Strategic Intent Triangle

The Strategic Intent Triangle is a visual representation of the strategy of our organization containing our mission, vision and values, strategic goals, and annually updated Hoshins and related projects.

Hoshins - Projects for the 2015-16 fiscal year (as denoted in the triangle above):

- Primary Health Care – Outpatient Mental Health and Addictions Services Wait Times
- Primary Health Care – Promotion of Community Wellbeing
- Culture of Safety – Safety for Everyone
- System Flow – Emergency Department Waits
- System Flow – Seniors Care
- Financial Stewardship – Resource Management
- Financial Stewardship – Laboratory and Medical Imaging Call Backs

Strategy: Better Health

Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Provincial 5 year Improvement Targets:

- By 2017, people living with chronic conditions will experience better health as indicated by a 30% decrease in hospital utilization related to six common chronic conditions (Diabetes, Coronary Artery Disease, Coronary Obstructive Pulmonary Disease, Depression, Congestive Heart Failure, and Asthma).
- By 2017, at risk populations (all age groups) will achieve better health through access to evidence based interventions, services and/or supports.

Hoshin/ Breakthrough Initiative:

- By March 31, 2019, there will be increased access to quality mental health and addiction services and reduced wait times for outpatient and psychiatry services.

Projects

1. Outpatient Mental Health and Addiction Services Wait Times

Target	Status
• By March 31, 2016, wait times for contract and salaried psychiatrists will be reduced to match provincial targets.	Achieved
• By March 31, 2016, 85% of the provincial 2017 benchmark will have been met for reduction of mental health outpatients wait times.	Achieved

Results:

The provincial goal was that 50% of all people trying to access psychiatry services are able to do so within the provincially established timelines that are appropriate for each triage level. A great deal of work was completed by the Mental Health and Addictions Services team. In Sunrise Health Region, the target was exceeded and access to psychiatry is currently closer to 90%.

The Mental Health and Addictions Services team was able to implement strategies for outpatient wait times, even in an extended period of staff at less than capacity, to meet and exceed the target for all triage levels. Best practice is for persons to be seen within 24 hours when triaged as very severe, within five working days if triaged severe, within 20 days for moderate and within 30 days for mild. Great success was achieved in reducing wait times.

2. Promotion of Community Wellbeing

Target	Status
• By March 31, 2016, the Sunrise Health Region will have a fully operational Family Resource Centre in Kamsack to provide healthy intersectoral programming for at risk children and families.	Achieved
• By March 31, 2016, 50% of client records at all Sunrise Health Region Primary Health Care sites and admitted to health facilities will have documentation of chronic condition risk factors	Achieved

Results:

Upon release of the "Health Status in Early Childhood" report in May, 2015, it became clear that the most pressing risk factors for chronic conditions was in the early childhood population in the Kamsack area. Kamsack was identified as having the highest number of children at risk of adverse events and poor health status from 0-5 years of age. Poor health in early childhood can lead to life-long complications with chronic conditions.

Sunrise Health Region established the Kamsack Family Resource Centre in 2015, by bringing together key stakeholders and decision makers from the community of Kamsack and provincial and federal health, education, social services, corrections and justice departments. The Kamsack Family Resource Centre now provides a range of programming to assist children ages 0-5 and their families.

The integrated primary health care team developed a strategy for documenting risk factors for chronic conditions, standardized criteria for measuring risk factors and standardized use of the CDM-QIP form at all primary health care sites. Education was provided to primary health care staff and physicians and monthly audits were conducted.

Monitoring of this project continues on the Quality, Cost, Delivery, Safety and Engagement (QCDSE) wall into 2016-17.

Strategy: Better Care

In partnership with clients and families, improve the individual's experience, achieve timely access and continuously improve healthcare safety.

Provincial 5 year Improvement Targets:

- By March 2017, all people have access to appropriate, safe, and timely surgical and specialty care as defined by the improvement targets.
- By 2017, establish a culture of safety with a shared ownership for the elimination of defects.

Hoshins/ Breakthrough Initiatives:

- By March 31, 2017, there will be a 35% reduction in Emergency Department waits.
- By March 31, 2020, all seniors can access community supports, to remain at home as long as possible, allowing them to progress into other care options as needs change. If needs progress to requiring long-term care, it is a priority to ensure seniors have the highest quality of care possible.

Projects

3. Emergency Department Waits

Target	Status
• By March 31, 2016, a baseline will have been established for Emergency Department Waits for CTAS (Canadian Triage Acuity Scale) 3, 4 and 5 in all rural acute care facilities.	Achieved
• By March 31, 2016, there will be further reductions in Emergency Department waits, improved patient flow, and provincial initiatives will be implemented.	Achieved

Results:

The integrated health services team worked to standardize data collection in rural emergency departments where a mixture of manual and electronic systems existed. Work will continue into 2016-17 to further assist wait time reductions.

Following through on a provincial initiative, client satisfaction surveys are now completed for all persons accessing services in emergency departments throughout the health region. At Yorkton Regional Health Centre, two Rapid Process Improvement Workshops (RPIW) helped improve client flow in the diagnostic and emergency departments. Inter-disciplinary rounds began at the Yorkton Regional Health Centre on the Medicine and Surgical units. Emergency department wait times will continue to be monitored on the QCDSE (Quality, Cost, Delivery, Safety and Engagement) wall in 2016-17.

Canora Gateway Lodge Administrator Leanne Buchinski and resident Laura Sookochoff, Parkland College Nursing students and resident at the YDNH Fair, residents attending the Lakeside Manor county fair

4. Seniors Care

Target	Status
• By March 31, 2016, the Contact Assessment Tool will be utilized to identify seniors with complex health needs attending the Sunrise Health and Wellness Centre, and to assist further development of regional processes. The gathering of baseline data will indicate the need for assessment and/or services to help maintain independence and prevent adverse health outcomes and/or unnecessary hospital admissions.	Achieved
• By March 31, 2016, an action plan for Purposeful Rounding in long-term care will be developed and 1/3 of all long-term care sites will have initiated implementation.	Achieved

Results:

Contact assessment criteria is now used at physician clinics and all primary health care sites in the region, including the Sunrise Health and Wellness Centre. Use of the criteria triggers completion of the Contact Assessment Tool by Home Care, and the alignment of services with individual care plans.

The rounding project was renamed "Purposeful Interaction" to better reflect the need for two-way conversation with clients and an action plan was created. Purposeful Interaction is about respecting the needs and wishes of residents by purposefully interacting with residents to understand how they are doing and whether their needs are being met in regards to pain management and comfort, and defining set times when a staff member will next return to inquire about the resident's needs. The target of implementation in 1/3 of the long-term care facilities in Sunrise Health Region was exceeded; Purposeful Interaction was implemented in 2015-16 in Canora, Invermay, Langenburg, Saltcoats and Esterhazy. In 2016-17, Purposeful Interaction will continue to be rolled out to remaining long-term care facilities and progress will continue to be monitored.

Strategy: Better Teams

Build safe, supportive, and quality workplaces that support client and family-centred care and collaborative practices, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Provincial 5 year Improvement Targets:

- By March 31, 2017, increase staff and physician engagement scores to 80%.

Hoshin/ Breakthrough Initiative:

To achieve a culture of safety, by March 31, 2020, there will be no harm to patients or staff.

Projects

5. Safety for Everyone

Target	Status
• By March 31, 2016, all 6 elements of the Safety Management System will be implemented in the Sunrise Health Region.	Achieved
• By March 31, 2016, there will be a 60% reduction in the number of Workers Compensation Board (WCB) injury claims.	Not Achieved
• By March 31, 2016, for 100% of regional reported time loss shoulder and back injuries, root cause investigations will be conducted and will include recommendations.	Achieved
• By March 31, 2016, Sunrise Health Region will have conducted a readiness assessment and will have created an action plan to prepare for Stop the Line implementation.	Achieved

Results:

All six elements of the Saskatchewan Safety Management System have been implemented in Sunrise Health Region. The elements are: management and leadership, hazard identification and control, training and communications, inspections, incident reporting and investigation, and emergency response.

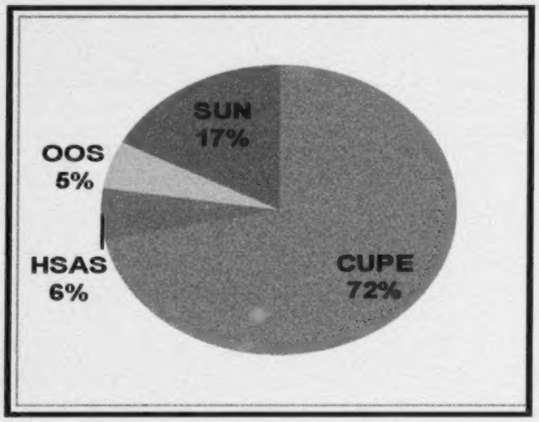
In the last quarter of the year there was a significant reduction in injuries, however the region was not able to achieve the 60% reduction by March 31, 2016. Total medical aid and time lost incidents were the lowest annual number since April 1, 2011; injuries reported due to transfer, lift and repositioning of person and/or object saw a 4% reduction from the previous year. Further strategy work on injury claim reduction will continue into 2016-17.

The original target statement was focused on zero work-related shoulder and back injuries, however it was realized that while zero injuries is still the goal, we must first track why the injuries are occurring and put preventative measures in place. 100% of all reported time-loss shoulder and back injuries are now investigated to root causes, with recommendations to help prevent further injuries.

The provincial Safety Alert/Stop the Line working group created a readiness assessment tool for regions to analyze progress on safety work. The Sunrise Health Region assessment was completed and the region continues to initiate a Stop the Line implementation plan.

To support the Better Teams strategy, Sunrise Health Region actively recruits in all areas. As of March 31, 2016, the number of employees by union affiliation was:

- Canadian Union of Public Employees **(CUPE) 2,112**
- Health Sciences Association of Saskatchewan **(HSAS) 175**
- Out of Scope/non-union **(OOS) 160**
- Saskatchewan Union of Nurses **(SUN) 514**
- All employees **2,961**



The Canadian Union of Public Employees (CUPE) is the largest union in Sunrise Health Region. Sunrise Health Region does not have any employees represented by the unions SGEU, SEIU or RWDSU.

Strategy: Better Value

Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment, and information infrastructure.

Provincial 5 year Improvement Targets:

- By March 31, 2017, as part of a multi-year budget strategy, the health system will bend the cost curve by lowering the status quo growth by 1.5%.
- By March 31, 2017, all IT, equipment and infrastructure will be coordinated through provincial planning processes to ensure provincial strategic priorities are met.

Hoshins/ Breakthrough Initiatives:

By March 31, 2017, as part of a multi-year budget strategy, the health system will bend the cost curve by 1.5% per year.

Projects

6. Resource Management

Target	Status
By March 31, 2016, Sunrise Health Region will achieve a balanced budget.	Achieved
By March 31, 2016, Sunrise Health Region will meet or exceed our established attendance targets.	Not Achieved
By March 31, 2016, national and provincial appropriateness guidelines will be utilized to achieve a 5% reduction in the number of laboratory and medical imaging call-backs, using the numbers from 2014-15 as the baseline.	Not Achieved

Results:

In 2015-16, Sunrise Health Region achieved a balanced budget. This was due to the work of everyone on the Sunrise Health Region team and additional assistance from a $1.1 million dollar one-time rebate from the Worker's Compensation Board.

As of March 31, 2016, the health region ended the year with a surplus of $31,195.
The attendance targets were not met by March 31, 2016. However, there were gains, in particular in straight time optimization with a final result lower than target and .45% lower than in the 2014-15 fiscal year.

Sick Time:
Target - 72 hours per full-time equivalent. Actual - 95.05 hours

Wage Driven Premiums:
Target - 42 hours per full-time equivalent. Actual - 50.09 hours

Straight Time Optimization:
Target - 1% less worked hours than budgeted. Actual - 1.72% less

Projects

7. Laboratory and Medical Imaging Call-backs

Results:

The target of a 5% reduction in regional call-backs for laboratory and medical imaging was not achieved by March 31, 2016. However, four of the 13 diagnostics departments achieved a year-over-year reduction in callbacks with Yorkton Regional Health Centre maintaining callback numbers from the previous year with only a 0.1% increase and Canora, Preeceville and Esterhazy exceeding the 5% reduction target.

Statistics are being shared with physicians, "Choosing Wisely" guideline education will be provided to public and providers, and further study of root causes will continue on the Quality, Cost, Delivery, Safety and Engagement (QCDSE) wall in 2016-17.

Financial Overview

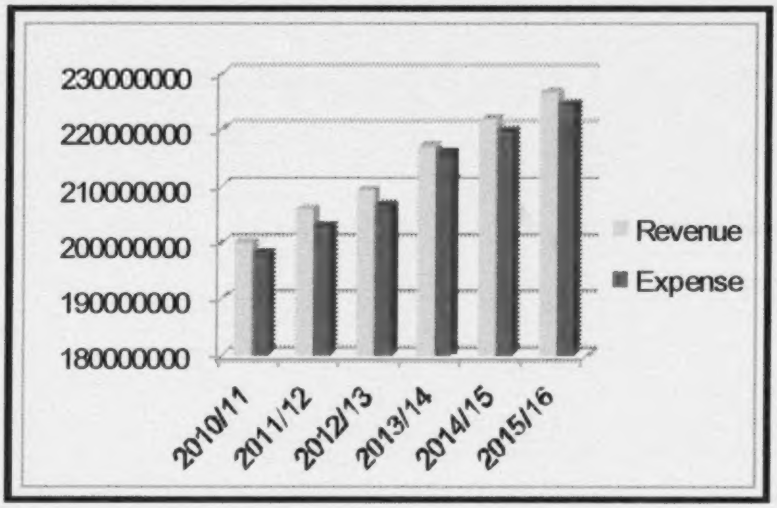
The health region budgeted for revenue of $221,180,657 with actual revenue of $226,516,499. Operating expenditures of $219,118,250 were budgeted in 2015-16 with actual expenditures of $224,422,897. Throughout the year, Sunrise Health Region managers reviewed monthly variance reports to monitor compliance with their program/department budget and provide course correction where necessary.

The 2015-16 year ended with a consolidated surplus of $2,093,602.

The health region continues to deal with the challenges of sick time replacement and higher than budgeted wage driven premiums, high levels of complex care requiring one-on-one care for some residents, and reciprocal billing revenue less than expected due to fewer than expected clients from other provinces accessing services in the region.

Year-End Financial Comparisons

The chart below is a visual of year-end comparisons. For 2015-16, actual revenues were $226,516,499 and actual operating expenditures were $224,422,897.



Business Continuity Plans

Sunrise Health Region has plans in place for continuance of health services in the event of a major disaster, emergency, pandemic, labour disruption, and illness outbreak or service interruption.

The Essential Services Plans are in place to ensure the public is protected from danger to life, health and safety during periods of job action.

President & CEO Suann Laurent and former Chairperson Lawrence Chomos with the Accreditation Canada team

Future Outlook & Emerging Issues

By embedding provincial and regional strategy into all aspects of daily work, Sunrise Health Region has continued to make improvements and lead innovation. A recent example is the partnership with the University of Saskatchewan and Parkland College to use remote presence technology in Yorkton Regional Health Centre for clinical education. In the near future we envision that Sunrise Health Region clients and their care providers will be able to connect with medical experts from around the world using this technology.

This past year, significant progress was made in client experience and access to services was improved due to the involvement of both clients and staff in our improvement events. Examples include major improvements made in 2015-16 to enhance mental health and addictions services access, as well as smaller improvements where a staff member created a warning system to alert staff when medication carts were not locked properly. The future outlook is for the spirit of innovation to continue. Sunrise Health Region will not rest until there are zero defects in our healthcare system, zero workplace injuries and zero harm to clients.

The future outlook is for increased involvement with clients and their families in all aspects of health care planning and especially during their care. Our challenge will be connecting with clients of all ages from throughout our region to understand their needs and experience with the health system in order to learn and engage in transformation.

Our infrastructure is prominent focus; especially the regional services that are at potential risk of interruption due to the age and condition of the Yorkton Regional Health Centre. The region will continue to communicate and plan with the province to address our infrastructure requirements.

Pending retirements are a concern. The percentage of staff eligible for retirement will approach 14 percent in 2016. The projection is that by 2020, 18% of our workforce will have retired or will be eligible for retirement. In 2015, Sunrise Health Region was able to replace SUN, CUPE and HSAS staff at a sufficient replacement rate; however this could change rapidly if those

Dr. Thavisha Jayasinghe, Surgical Assistant

eligible for retirement begin to leave the health system. Recruitment and retention strategies will need to continue to mitigate this risk.

Sunrise Health Region has an active volunteer base and in 2015-16 there were 4,159 requests for volunteer services. Volunteers assist with "meals on wheels", help clients as facility greeters, visitors, and assist clients to use the patient entertainment system "Patient Connect". Volunteers also drive and accompany clients to appointments and events, assist staff with programming and are critical to the effective flow of people during immunization clinics. Forty percent of our 1,855 registered volunteers are over the age of 65. Volunteers play an essential role in daily operations and the need to recruit and fill these positions is constant.

Reception area at the Sunrise Health & Wellness Centre

Supporting Documents

The following documents are available from the Sunrise Health Region at www.sunrisehealthregion.sk.ca or by calling (306) 786-0110.

Five Year Strategic Plan
Hoshins (Breakthrough Strategy) 2015-16
Balanced Scorecard
Health Status Report
Information Management Plan
Physician Resource Plan
Customer Engagement and Service Expectation Plan

Payee Disclosure List

As part of government's commitment to accountability and transparency, the Ministry of Health and Regional Health Authorities disclose payments of $50,000 or greater made to individuals, affiliates and other organizations during the fiscal year. These payments include salaries, contracts, transfers, supply and service purchases and other expenditures.

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2016

As part of government's commitment to accountability and transparency, the Ministry of Health and Regional Health Authorities disclose payments of $50,000 or greater made to individuals, affiliates and other organizations during the fiscal year. These payments include salaries, contracts, transfers, supply and service purchases and other expenditures.

Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

AARRESTAD, CRYSTAL	95,180
ABDAI, LAURETTA	112,899
ABDAI, LINDA	53,309
ABDON, ANNALYN	92,794
ABDON, JEFFREY	110,166
ABRAHAMSON, DAWNA	114,831
ABRAHAMSON, STACY	80,410
ABRAHAMSON, THERESA	84,083
ABRAMETZ, AMANDA	87,474
ADAMS, JAIME	107,045
AIREY, SYLVIA	84,992
ALBERS, DONNA	109,065
ALCORN, SEAN	91,796
ALFELOR, ANACELIA	61,920
ALLEN, DEREK	77,175
ALSPACH, LISA	98,468
ANAKA, JOCELYN	50,684
ANDERSON, ANNE	93,728
ANDERSON, ANNETTE	61,898
ANDERSON, KELSEY	75,457
ANDERSON, LORNA	80,260
ANDRES, RYAN	88,111
ANDREW, H ELAINE	101,357
ANGUS YANKE, MARY	75,468
ANUIK, JOAN	148,993
APPEL, LAURIE	52,397
ARENAS, MYLENE	94,899
ARESHENKO, MARGE	104,663
ARMBRUSTER, CAITLIN	64,828
ARMSTRONG, JILL	79,401
ARNOLD, MEGAN	90,870
ARNOLD, SANDRA	147,328
ARVAY, LORRAINE	73,685
AUCKLAND, LAURIE	83,599
BABICHUK, CINDY	52,637
BABYAK, TWYLA	114,938
BADOLES, CHRISTINE	105,068
BADOLES, LLOYD	53,567
BADOWICH, DAN	88,730
BADOWICH, WILLIE	80,642
BALACHANDRAN, SREEDIVYA	90,211
BALACKO, DEE ANNE	94,923
BALCOBERO, LEA CHRIS	92,150
BALI, LUCILLE	59,175
BALI, VIVIAN	56,216
BALOG, DONNA	53,782
BALYSKI, DEBORAH	63,542
BARABASH, SHELLEY	55,589
BARABONOFF, BASILIDES	56,920
BARAGAR, DONNA	84,864
BARANIUK, KALEIGH	66,356
BARKER, LORRAINE	109,713
BARNETT, CARYN	50,410
BARR, DARLENE	68,805
BARTESKI, ANDREA	82,937
BARTOK, DEANNA	100,052
BASSINGTHWAITE, JOYCE	88,785
BASSINGTHWAITE, NORMA	52,573
BATALLONES, ANGELIC C	101,292
BAUTISTA, DONNA DES	108,507
BAUTISTA, MARJORIE	101,757
BEAHM, NATHAN	50,171
BEAR, CHERYL	62,524
BEAR, SHEILA	179,534
BEATTY, LAURA	88,443
BEBENEK, DARIN	54,318
BECHAYDA, JEANIEVA	100,008
BECK, BRENNAN	77,973
BECK, SUZANNE	74,724
BECKER, THERESA	65,538

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2016

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

BELL, SHERRY	87,184
BELLAMY, DANIELLE	91,441
BELLEGARDE, CANDICE	112,334
BERARD, RHONDA	75,553
BERGER, BEVERLY	89,948
BERGLUND, SUSAN	51,240
BERGMAN, CARLY	73,405
BERMEJO, CRISTINA	82,871
BERMEJO, NOEL	70,462
BERNATH, LORIE	76,310
BETKER, NOLA	74,831
BEWCYK, KERRY	60,295
BEZAIRE, COLETTE	84,262
BHARGAV, ANUBHAV	50,963
BIELINSKI, TRACY	82,994
BIRCHARD, CHRISTINE	130,263
BISHOP, RHONDA	90,184
BJORNERUD, LAURIE A	89,318
BLACK, STACY	128,104
BLOMMAERT, BAREND	87,640
BLOMMAERT, HIDY	125,318
BLOMMAERT, PEARL	53,979
BOAL, TESSA	62,593
BOBYK, JEANNIE	50,273
BODNAR, JOANNE	122,923
BODNARIK, ANNELLE	57,492
BODNARYK, RANDY	85,198
BOHN, DEBORAH	121,515
BOLME, DARREN	65,148
BOMBERAK, TANIA	79,823
BONE, ROBERT	59,356
BONK, ALLISON	71,140
BORYS, KIMBERLEY	70,627
BOT, CORRINE	76,316
BOT, RANDY	92,450
BOTHNER, ANGELA	63,018
BOURNE, COLLEEN	91,831
BOWES, DONNA	64,956
BOYCHUK, HEIDI	52,765
BOYKO, BARBARA	52,471
BRACEWELL, GRACE	98,670
BRADLEY, CHRISTINE	85,312
BREITKREUZ, ANNE	80,866
BREITKREUZ, JAYNELLE	99,141
BREITKREUZ, LAURIE	80,593
BREITKREUZ, MARTHA	89,531
BRENNER, DONNA	61,640
BRENZEN, LINDSEY	55,357
BREWER DUDA, JENNIFER	61,338
BRODA, CHRISTY	77,318
BRODA, NANCY	74,743
BRODA, TANNIS	93,099
BROOKS, BRENDA	81,375
BROWN RAYNER, ROXANE	93,418
BROWN, GERALDINE	53,033
BROWN, MICHELLE	64,190
BRUECKMAN, KAYLENE	70,384
BRYKSA, GWEN	60,993
BRYMER, DORIS	113,491
BUCHINSKI, LEANNE	94,161
BUCHINSKI, VIVIAN	51,922
BUCKBERGER, WANDA	109,638
BUCSIS, KIMBERLY	122,620
BUDD, PATRICIA	83,361
BUETTNER, KATHERINE	78,158
BUHLER, DEBBIE	91,602
BULISCHAK, KELSEY	57,070
BULKA, TIFFANY	104,729
BULYCH, KRISTEN	102,386
BUMAGAT, JHOANA PA	141,571
BURBACK, DWAYNE	108,718
BURKHOLDER, TERRI LYN	55,432
BURNS, BRYCE	84,820
BURRELL FOWLER, KAMELIA	56,744
BYCZYNSKI, BEVERLEY	79,733
CACERES, ROXANA	84,213
CALLIN, REBECCA	91,493
CAMERON, CAROLYN	101,928
CANFIELD, LINDA	99,318
CANNON, JANET	72,455

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2016

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

CANNON, WILLIAM	72,431
CASTILLO, VINCENT B	90,549
CAWLEY, NAOMI	62,516
CHAN, RICHELLE	87,244
CHARLEBOIS, DANYA	64,434
CHASE, SHELLEY	114,846
CHERNEY, ERICA	63,078
CHERNOFF, CARLA	66,552
CHESNEY, CHERYL	57,244
CHEVRIER, MELANIE	81,555
CHEVRIER, SUZANNE	73,597
CHILUFYA, DERICK	75,634
CHILUFYA, FLORENCE	104,149
CHISHOLM, MEGAN	91,793
CHOAT, DARCY	109,955
CHOMOS, ROBBYN	51,885
CHOPTUIK, KAREN	96,013
CHOPTY, LEONA	95,843
CHRISTIE, SHERRY	54,001
CHRISTOPHER, GLEN-MARY	98,170
CHUPA, BRIAN	114,981
CHUPA, MONICA	52,520
CHUPIK, TERESA	92,466
CHURKO, JOANNE	173,631
CHYZ, CORY	73,054
CLAIRMONT, JOANNE	68,236
CLARK, HELEN	139,553
CLEMENTS, SHEILA	117,009
CO, MARY JANE	80,367
CODE, ERIN	63,401
COLTEA, COSMIN	88,655
COMBRES, GILBERT	97,049
COMEDES, DONABEL	86,698
CONRAD, KAREN	99,631
COOK, SHELBY	83,050
COSTELLO, TINA	55,772
COTE, SANTANA	96,372
COTTENIE, DEBORAH	130,134
COWAN, TERESE	74,553
CRANWELL, CATHY	76,617
CRISANTO, ALVINCITO	172,593
CRISANTO, DAWN REIT	91,212
CROSS, BRANDI	57,694
CROSS, CALYSSA	85,093
CROSWELL, JANICE	88,471
CROW, DANETTE	99,877
CRUICKSHANK, KAREN	78,591
CUDAL, LOUJEN	54,340
CURSONS, MELISSA	91,446
CYHLA, AMBER	67,183
CYMBALISTY, PHYLLIS	90,490
CYR PHILIPCHUK, SUSANNE	66,770
DACEY, NIKKI	96,486
DALES, CHERYL	105,146
DALWADI, KUSH	70,060
DANCHILLA, TERESA	53,870
DANYLUK, ELIZABETH	50,223
DAREICHUK, RUTH	119,171
DAS, PALASH	54,258
DAUM, GAYLE	104,238
DAVIDUK, AMANDA	56,878
DAVIS, LORELEE	87,833
DEBNAM, MARILYN	86,258
DECORBY, ALLISON	85,070
DEDMAN, BRENDA	77,101
DELEURME, NANCY	102,482
DELONG, KAREN	58,983
DEMCHUK, ANITA	79,100
DEMPSEY, BRITTANY	78,335
DEN BROK, LORI	90,839
DENESIK, RHEA	72,093
DENNIS, LORRAINE	114,127
DENYSEK, CHRISTINA	217,059
DERENIWSKY, KRISTEN	68,012
DERKATCH, LISA	50,260
DESWIAGE, EILEEN	95,186
DETILLIEUX, JASON	76,451
DEVINS, JULIE	51,792
DIDUCH, IVY	101,027
DIERKER, TAMSEN	93,014

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2016

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

DIGNESS, CONNIE	76,164
DILTS, JUDITH	67,105
DIMAPILIS, MYLA	125,292
DIONNE, ALICE	56,595
DIXON, LEE	58,609
DOBKO, KIM	95,117
DOBKO, ROBIN	64,941
DONGLA, KATHLEEN	128,926
DONGLA, NESTIE	154,990
DOZOREC, SUSAN	56,291
DREGER, CHRISTINE	65,954
DRESSLER, MELODIE	50,377
DROTAR, HEATHER	50,227
DUBNYK, NANCY	113,452
DUBREUIL, MARIE	89,197
DUFF, AMANDA	71,247
DUFF, BARBARA	107,093
DUFFIELD, JOELLE	55,003
DUL, IRIS	55,646
DUMKA, SHERI RAE	106,220
DUMONCEAUX, TRACY	51,864
DUNCALFE, ROGER	72,894
DURSUN, SHARM	74,095
DUTCHAK, MONICA	106,647
DYCER, AIMEE	58,642
DYKER, LYNN	86,544
EDEL, KERRI	62,265
EDWARDS, VALERIE	98,044
EICHELBERG, CORRINE	51,075
ELLIOTT, TERESA	64,719
ELLIS, JACKIE	91,563
ENGLOT, NORENE	70,628
ERETH, MARIA JAN	54,301
ERHARDT, LORETTA	97,248
ERHARDT, VERONICA	50,082
ERICK, DARIS	55,580
ERICKSON, GLENDA	82,304
ERICKSON, TRACY	84,882
ESKRA, BRANDON	100,270
ESKRA, MARCY	80,257
EUGIN, REGIN	103,143
EXNER, KARALYN	59,189
FAIRBANK, ANITA	55,758
FALLOWS, BRIAN	54,077
FARKES, WANDA	69,888
FAWCETT, KIMBERLY	67,305
FAYE, SHELLY	96,111
FEDORAK, GAIL	83,013
FEDORCHUK, KATHY	105,883
FEDUN, RICHARD	64,019
FELONIUK, MARIA	84,695
FENNING, CRAIG	80,597
FENWICK, SHERILYN	99,923
FERGUSON, LANALEE	63,418
FIALKOWSKI, BRIANNE	69,332
FIEGE, CHELSEA	83,831
FIEGE, PATRICIA	89,809
FIELDING, ROGER	83,250
FINNERTY, PATRICIA	55,567
FINNIE, NEIL	87,509
FIOLA, HIEDI	79,206
FISHER, CHRIS	81,075
FISKE, DANIELA	109,069
FISSEL, KATHY	51,153
FLAMAN, JANICE	103,447
FLEGER, KIMBERLY	73,080
FLEURY, DELTA	56,531
FLUNDRA, CONNIE	94,843
FOGG, MARIANNE	87,414
FONG, ELIZABETH	89,889
FONTANILLA, MOONYEEN	97,711
FORBES, SACHA GAY	119,098
FOSTER, MANDIE	57,281
FOWLER, AISHA	53,000
FRANKLIN, ROXANNE	72,008
FREDERICKSON, JUDY	109,638
FRICK, LAURIE	59,800
FRIEZE, GISELLE	55,005
FRIEZE, JASMINE	65,519
FRITZKE, JANICE	99,734

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Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

FROEHLICH, PERRY	123,045
FROEHLICH, VIRGINIA	59,492
FROH, PENNY	107,716
FUCHES, BEVERLEY	50,539
FULLAWKA, KIMBERLY	76,340
FUNK-BILANCHUK, RONDA	51,778
FYKE, DEANA	55,319
GABRIEL, DONALD	95,385
GALANG, ALICIA	57,885
GALLI, SANTANA	71,451
GARTNER, HEATHER	74,705
GAUDRY, JON	98,640
GEMBEY, DEBORAH	81,294
GERMAN, DAYNA	103,021
GERO MAY, WENDY	93,339
GIBB, KENDRA	60,557
GIBNEY, S. COLLEE	91,413
GILLESPIE, CARLA	69,374
GINGARA, MICHELLE	52,401
GLODOVEZA, ELOISA	106,765
GOODSON, GRANT	54,004
GOODSON, JUDY	50,505
GOTENGCO, JACQUELIN	80,853
GRAHAM, SHERYL	69,439
GRIFFIN, ANDREA	50,464
GROCHOWSKI, JUSTIN	87,358
GRODZINSKI, LISA	95,980
GROFF, HEATHER	63,075
GRYWACHESKI, ALYSSA	75,740
GRYWACHESKI, ASHLEY	116,734
GRYWACHESKI, DEBORA L	97,429
GULEY, STEPHANIE	51,843
GULKA, BECKY	79,208
GULKA, LESLIE	128,143
GULKA, TRACY	74,827
GULRUD, JOHN	68,943
GUNTHER, MARCY	56,567
GURNIAK, DARLENE	51,423
GUSTAFSON, EUNICE	65,379
GUSTILO, KATHERINE	86,262
GUY, JACQUELIN	52,610
HAAS, JANNAH	83,487
HAAS, KATELYN	71,432
HABERMAN, JOAN	58,340
HADUBIAK, CONSTANCE	77,869
HAHN BROWN, NOREEN	72,771
HALAREWICH, SHERYL	85,691
HALCHYSHAK, DONNA	65,517
HALL, CYNTHIA	58,054
HALLIDAY, CARISSA	51,151
HALYK, EDITH	100,212
HALYK, MARCIE	62,122
HALYK, THERESA	100,649
HANCOCK, MARGARET	121,225
HANNAH, JANICE	72,656
HANSEN, BRANDI	56,462
HANSON, CINDY	51,047
HANSON, JEANETTE	50,048
HASSETT, TRACY	52,132
HAUBER, TRISHA	100,285
HAUSER, BONNIE	71,525
HAWKINS, RHONDA	70,066
HEARN, ANGIE	50,598
HEISTAD, LORNA	51,295
HELMECZI, BRANDI	55,516
HENDERSON, LORI	58,156
HENLEY, JUDY	53,742
HESHKA, GEORGETTE	61,161
HESHKA, ROSEANNE	53,917
HESKIN, CAROL	96,374
HILDEBRANDT, CRYSTAL	52,566
HILDERMAN, CHRISTEN	60,295
HILLIAR, COURTNEY	74,952
HILTON, FRED	92,785
HILTON, KELLY	53,271
HNATYSHYN, WANDA	83,782
HOFFERT, CYNTHIA	51,061
HOLMES, DENISE	72,835
HOLOWATUK, GREER	100,858
HOLZMANN, JACQUEL	120,889

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Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

HOMENIUK, ORMANDA	59,501
HONEYWICH, BRIAN	75,782
HONEYWICH, SHERI	75,553
HORDICHUK, ERNEST	188,723
HORGAS, SANDRA	58,054
HORNUNG, DIANA	107,319
HOTOMANI, TASHA	74,099
HOTZAK, YVONNE	83,490
HOVDE, CAROLE	112,041
HOVEN, AMY	51,653
HOWARD, ARLETTE	94,875
HOWARD, KIMBERLY	109,010
HOYT, KIMBERLEY	98,712
HRYWKIW, KARA	73,861
HUBER, KEVIN	119,106
HUBER, LEANNE	93,007
HUCKABAY, ANTHONY	130,634
HUCKABAY, KRISTY	70,014
HUDY, TAMARA	53,678
HUNKO, LANA	98,423
INAYAT, UMBERTO	80,204
INGLIS, BAILEY	65,845
IRVINE, PEARL	54,977
ISAAC, SHANNON	81,618
ISSAC, JESSY	83,262
IVANOCHKO, CHRISTAL	70,393
IVANOCHKO, TRICIA	52,820
IVEY, SKYE	50,802
JACK, FAYE	62,913
JACOB, CARLA	74,641
JACOBSON, SCOTT	100,265
JALMANZAR, ROLDAN	104,687
JANSSEN, COLLEEN	82,001
JANZEN, BRIAN	66,223
JANZEN, MELISSA	68,785
JANZEN, PATRICIA	57,622
JARVIS, JODI	95,788
JARVIS, LEE	53,782
JASAN, CINDY	61,249
JAYASINGHE, SHERANGA	121,134
JEGANAYAGAM, HEMA	77,317
JENDRASHESKE, CARRIE	69,794
JOHN, JINIL	98,198
JOHN, JOSINA	96,779
JOHNSON, DEBBIE	79,328
JOHNSON, LATISHA	57,190
JOHNSON, SHEILA	70,720
JOHNSTON, ANDREA	85,304
JOHNSTON, ISABEL	53,554
JOHNSTON, LYNDSAY	53,685
JORDAN, SHAUNA	73,382
JOSE PAUL, NITHIN	86,307
JOSE, DARWIN	65,087
JOSE, JIS MARIA	51,524
JOSEN, RAJDEEP	50,903
JOSEPH, EBIN	112,490
JOSEPH, LESLINE	98,828
JOSEPH, SWAPNA	95,271
JOSEPH, THARUN	94,879
JOY, ASHAMOL	88,498
JOY, JOEMON	101,093
JUCABAN, MAY JOY	112,085
KACSMAR, ELAINE	53,673
KACZUR ZIMMER, SHERRIE	134,936
KAISER, SHANNON	117,688
KAMALASANAN, ALAKA	91,903
KANNENBERG, ANITA	94,064
KARCHA, KIM	52,678
KARKUT, BERNADETT	97,369
KASPRICK, TIM	83,365
KAUR, RAJNEET	69,479
KAZAKOFF, WANDA	52,038
KEEP, BRYANA	60,170
KEIL, FERN	91,542
KELBAUGH, AMY	60,035
KELL, LISA	92,656
KELLEN, JOY	94,652
KELLER, DEREK	112,092
KELLER, KAREN	50,303
KELLER, KRISTIN	90,663

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Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

KELLER, LORI	102,058
KELLY, SHALAINE	69,485
KENNEDY, DAWN	119,332
KIDDER, MICHELLE	107,987
KINCH, DENISE	70,681
KINDIAK, KIMBERLY	58,200
KINOSHITA, CHELSEA	80,849
KIRSCH, TAMMY	75,880
KITCHEN, DEBRA	82,105
KITCHEN, RONALD	65,128
KITZUL, DEBORAH	50,514
KITZUL, LAURIE	104,037
KLAPATIUK, JANET	171,922
KLEBECK, DEEDRA	50,570
KLINGSPON, GREG	75,721
KLUK, GEORGETTE	114,062
KLUK, SHELLEY	90,694
KLUS, BETTY	102,591
KLUTZ, ALISON	74,509
KNECHT, KIMBERLEY	77,172
KNORR, DANIELLE	81,807
KOBELKA, SHERRI JO	56,121
KODMAN, JENNIFER	103,209
KOHLERT, CAROL	112,905
KOLISNEK, CAROL	75,100
KOLISNEK, KEN	76,240
KOMINETSKY, DENISE	66,044
KONAN, MELODY	99,293
KOPAN, LORETTA	50,064
KOROLEK, LINDSAY	61,925
KORPATNISKI, RYAN	53,534
KOSHELUK, SABRINA	81,101
KOSKIE, SUSAN	103,816
KOTKO, JUSTIN	85,289
KOTYK, DIANNE	60,471
KOWALCHUK, DONNA	50,483
KOZUN, LEANNE	73,734
KRASOWSKI, TAMARA	68,392
KRETT, JENNIFER	69,675
KROCHAK, CARLA	133,135
KROCHAK, SHERRILEE	66,081
KRYKLYWICZ, PATRICIA	88,536
KULCSAR, BEVERLY	55,361
KULCSAR, MICHELLE	86,545
KUNKEL, RUTH	87,431
KUNTZ, HEIDI	91,324
KUSPIRA, PAT	106,823
KYRYLUK, SABRINA	94,395
LAEVENS, BERNADINE	87,293
LAFONTAINE, NICOLE	55,769
LAGO, JOHLET	53,304
LAIRD, REBECCA	60,850
LAJEUNESSE, KATHALEEN	78,313
LAMPA, ARVIE	60,858
LANDSTAD, AUDREY	102,927
LANDSTAD, SHANN	63,867
LANGAN, JODEE	91,786
LANGAN, RENEE	104,130
LAROCQUE, COLLEEN	85,103
LAROSE JUNEK, LISA	75,382
LARSON, DORIAN	71,571
LARSON, LORI	68,078
LATHAM, RONNELL	77,433
LAURENT, SUANN	321,618
LAUTENSCHLAEGER, GALINA	67,973
LAUZON, MARGARET	51,503
LAVALLEE, VALERIE	53,015
LAVERDIERE, ERIN	77,207
LAVIOLETTE, WILMA	93,148
LAW, VERNA	83,556
LAWRENCE, GERARD	95,673
LAYCOCK, TERESA	76,018
LAZARUK, ARLENE	55,251
LAZARUK, VANESSA	77,964
LAZURKO, DONNA	105,327
LECHMAN, MARIAHJOE	71,760
LEEGWATER, DAWN	90,419
LEGGE, KAREN	96,832
LEHKY, BRANDYN	62,059
LEIS, NIKOLE	68,269

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Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

LEMAIRE, JANET	81,420
LEMIEUX, DEBBIE	65,988
LEONARD, KAREN	85,271
LEONOR, CLINT	108,461
LEONTOWICH, NANCY	52,613
LEPPINGTON, BRENDA	93,185
LERAT, KATRINA	72,725
LIEBREICH, VERNA	75,553
LILLEBO, LORNE	53,285
LIM, MARITESS	148,034
LINGL, ARLENE	83,339
LINK, DEBRA	134,706
LISOWAY, MARILYN	51,007
LITKE, KAREN	119,866
LIVINGSTON, HEATHER	88,881
LIVINGSTONE, LILIA	60,838
LIVINGSTONE, PATRICK	94,604
LOCH, CRYSTAL	62,208
LOMBARD, HERMANUS	242,983
LOSTER, EVELYN	50,105
LUTZ, KAREN	102,034
LUTZ, YVONNE	90,229
LYS, LESLIE	74,733
LYSAK, LORRAINE	111,424
LYSIUK, DEBRA	104,286
MACGILLIVRAY, SHERI	50,488
MACKAY, DALE	92,014
MACKENZIE, BRENDA	59,564
MACLEAN, BRENDA	106,273
MACNEIL, ERIN	89,476
MACPHERSON, KATELIN	75,385
MACZA, SHELLY	86,350
MAGA, VICTORIA	53,276
MAGDUGO, JANNETTE	103,912
MAGER, BRENDA	77,969
MAKOWSKY, APRIL	51,302
MAKOWSKY, ROSE MARI	58,864
MAKSYMETZ, HAROLD	91,349
MALAYNEY, CHARLENE	94,972
MANDZUK, SHELLEY	63,648
MANLEY, SELENA	62,997
MANUM, MELISSA	95,764
MARIANO, DOREEN	104,022
MARKHAM, LISA	64,812
MARTELL, KERRY	89,281
MARTIN, JOAN	60,564
MARTINOOK, TRACEY	97,972
MATECHUK, MARION	55,626
MATHEW, SALAMMA	95,725
MATHEWS, RINU	51,076
MATISHO, MARGARET	93,984
MATISHO, TIFFANY	67,489
MATYAS, VICKI	56,699
MAURER, VIRGINIA	78,205
MAYER, JOEL	92,526
MCCANNELL, YOLANDE	52,965
MCCARTHY, MICHELLE	93,193
MCCORMACK, LISA	101,438
MCCORMICK, DONNA	116,588
MCDOUGALL, DIANE	56,834
MCGILL, GLENN	125,717
MCGILLIVRAY, SONYA	68,488
MCKEE, BRENT	84,446
MCKEE, DENISE	90,641
MCLAREN, MARIA	107,497
MCLAUGHLIN, JENNIFER	73,416
MCLEOD, DONNA	71,646
MCLEOD, KYLA	61,169
MCNEIL, KELLY	99,507
MEADOWS, TANIA	73,409
MEE, BRIAN	62,181
MEHLING, CHARMAINE	88,918
MELNECHENKO, CURTIS	57,051
MELNECHENKO, MARGO	75,746
MELOWSKY, PETER	76,958
MENDOZA, MARY GRAC	113,459
MESS, LINDA	60,072
METZLER, BETTY	103,968
METZLER, CAM	65,211
MICHALCEWICH, WESLEY	58,841

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Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

MICHALCHUK, SANDEE	83,978
MILBRANDT, FAITH	50,732
MILBRANDT, MARLON	114,065
MILLER, DIANE	60,125
MILLER, JUDY	59,015
MILLER, WADE	91,789
MILLHAM, SANDRA	53,782
MILO, SHARON	82,514
MITCHELL, SUSANNE	56,181
MOAR, MARIEA	102,814
MOLDOWAN, CHRISTINE	51,576
MOLNAR, GRANT	86,531
MOLNAR, KARA	95,688
MOLO, CHRISTINE	66,963
MOLO, FERDINAND	72,779
MONTGOMERY, AMANDA	78,700
MOORE, ANGELA	85,864
MOORE, BRITNEY	51,684
MOORMAN, TINA	62,827
MORASH, LORI	104,559
MORGAN, CRIS	76,680
MORGOTCH, TAMARA	50,472
MOROZ, KRISTI	50,818
MOROZ, SHANA	83,766
MORRISON, LAUREN	86,164
MOSIONDZ, CHERISE	100,465
MROZOWICH, JERRY	83,599
MUCHA, LANA	76,445
MUIR, CATHERINE	108,880
MURPHY PARK, JACKIE	102,338
MURRAY, CARA	93,492
MUSHKA, MARGARET	50,205
MUTRIE, ANDREA	60,873
MWANSA, ELINA	100,696
NACLIA, AMBER	64,494
NACLIA, WENDY	63,730
NADUVILAVEETIL J, GIFFY	107,297
NAGY, MELANIE	82,512
NAGY, RONNA	62,659
NAIR, SMRUTHI	117,806
NASBY, AARON	74,468
NATRASONY, APRIL	78,003
NEAL, JOANNE	53,295
NEEDHAM, DIANNE	107,636
NELSON, JANE	118,709
NEUBAUER, SHANNAN	125,878
NEUFELD, ARLENE	69,764
NICHOL, LYNN	120,807
NIDHI, NIDHI	60,576
NIEBERGALL, TAMARA	63,855
NIELSEN, EVANGELIA	70,436
NIXON, JASMINE	93,541
NORDIN, AMY	84,279
NORDLI, LYNNETTE	71,528
NORTON, FAITH	67,868
NOVAK, SHARLENE	79,826
NOVAK, TARA	81,515
NOWAKOWSKI, WENDY	50,514
NSUNGU, MANDIANGU	102,044
NUANTA, TIWAWAN	109,531
NUSSBAUMER, GLENDA	72,274
NUSSBAUMER, RACHEL	68,267
NYSTROM, TANYA	112,295
O DONNELL, KERRY	70,493
OKRAINEC, LOIS	93,585
OLEYNIK, MABEL	101,720
OLIJNYK, HOLLY	66,060
OLIJNYK, MICHELLE	108,235
OLIVER, LISA	99,743
OLSHEWSKI, KEITH	74,391
OLSON, TANNIS	85,343
OLSON, TWYLA	51,273
OLUDAISI, OLUWAKEMI	104,749
OLYNICK, MELANIE	71,831
OLYNYK, DEBBIE	63,221
OLYNYK, PHYLLIS	68,824
ONESCHUK, CHRISSY	57,610
ONESCHUK, RHONDA	64,087
ONSLOW KITZAN, DEBRA	93,648
ONSLOW, DARLENE	107,842

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Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

OROSZ, HILARY	56,142
OROSZ, LINDA	78,489
ORTYNSKI, LEANNE	59,714
OSECKI, LEANNE	103,487
OSTAFICHUK, MAYNARD	92,966
OTTO, LISA	84,264
OWCHAR, STEPHANIE	64,933
PACEY, BEVERLEY	121,498
PACHOLKA, BRENDA	93,507
PADDOCK, CARMELLE	94,767
PADOLINA, RINA	100,514
PAKISH, DONNA	69,928
PALCHEWICH, ELIZABETH	99,037
PALLAN, HARPREET	88,188
PARKER, PATRICIA	99,228
PARKER, SHARON	58,422
PARKS, LONI	76,932
PARKVOLD, CARRIE	93,627
PARKVOLD, JASON	93,515
PARMAR, ANDREA	66,317
PARSONAGE, CARA	90,188
PARSONS, GAIL	104,991
PARULAN, ESTHER	54,252
PASCUAL, LANNY	59,890
PASCUAL, RYAN	56,897
PASIECHNYK, LINDA	75,962
PASKARUK, ROBERT	60,893
PASLOSKI, BRENDA	78,336
PATRICK, CONNIE	83,599
PATRON, ALYSIA	67,599
PATRON, ARLENE	74,356
PATUREL, LACY	55,085
PAUL, ROXANNE	84,589
PEARSON, SHIRLEY	82,656
PEDDE, JOYCE	59,774
PEET, CHRISTOPH	90,657
PEET, SAMANTHA	55,874
PELECHATY, CARLA A	103,522
PELECHATY, DEBORAH	58,992
PELIKAN, IVO	66,713
PENNER, TRACY	63,382
PEPPLER, NICOLE	85,300
PEREPIOLKIN, PATRICIA	98,257
PEREZ, ESPERANZA	106,109
PERRAULT STREETE, LISE	94,503
PERRIN, COURTNEY	90,166
PETRACEK, CAYLYN	53,656
PETRACEK, SUSAN	55,630
PETRIE, ELEANORE	92,033
PETRYSHYN, PATRICIA	52,001
PFEIFER, KIMBERLEY	114,605
PFEIFER, STACEY	51,931
PICKARD, VIRGINIA	74,627
PILIPOW, JANICE	93,526
PINDER, LENORE	95,452
PINEDA, JUDAE ANN	55,387
PLANEDIN, JOAN	78,996
PODOVINNIKOFF, TERRYLINE	88,031
POLK, SHERRY	57,449
POLLOCK, SHAUNA	78,354
POLOWICK, INA LEE	65,119
POLOYKO, ANDREA	75,575
PONCSAK, DEAN	60,557
POPOFF, ANNETTE	59,873
POPOWICH, CHERYL	86,617
POPOWICH, KELLY	55,449
POPOWICH, LANA	87,080
POPOWICH, RENEE	69,543
POWELL, TRICIA	69,382
POWERS, KIMBERLEY	85,920
PREJOLA, SHELIMA	52,291
PRITCHARD, MEGAN	73,497
PROBE, JUDY	82,795
PROKOPCHUK, ARLENE	98,532
PROKOPETZ, LISA	79,067
PROTSKO, BRENDA	65,197
PROTZ, SHARON	82,090
PRYCHAK, AMY	73,862
PRYCHAK, SHERI	138,468
PRYHITKA, JOCELYN	51,017

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Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

PSHYK, DELORES	64,041
PSHYK, PETER	52,109
PUNZALAN, ELILOU	102,100
PURYK, KYILA	79,024
PURYK, TEGAN	56,056
QUIAMBAO, FATIMA	78,448
RAC, ZLATICA	87,578
RACETTE, ANDREW	108,858
RADA, LINA	114,930
RADCHUK, LEANNE	86,312
RADFORD, MEGAN	87,947
RADOM, ERIN	51,168
RAE, IRIS	126,349
RAE, KATHERINE	79,074
RAMANAATHAN, VINOTH	68,322
RANDHAL, MICHELLE	56,300
RANSOME, KAREN	55,956
RANSOME, LISA	80,808
RATHGEBER, COLLEEN	53,347
REDENBACH, TARA	109,679
REGIMBAL, RENEE	101,609
REITENBACH, LEE	55,380
RELATADO, ESTRELLA	59,536
REMANDA, LORETTE	52,502
REMUS, LANA	50,012
RENKAS, ELEANOR	66,382
RENKAS, LINDA	55,936
RENKAS, SHELLEY	122,205
RENTON, SHERYL	53,492
REYNOLDS, ANDREA	64,481
RICHARDSON, JENNIFER	96,874
RIEGER, LINDA	102,556
RIES, SHARON	52,972
ROBERTSON, GAYLEEN	117,629
ROBINSON, MARCIA	124,169
ROBINSON, ROBIN	91,767
RODEN, AMANDA	71,426
ROEBUCK, VANESSA	59,404
ROGG, COLEEN	73,859
ROKOSH, THOMAS	72,082
ROMANSON, BRENDA	53,720
ROSE, CANDISE	62,810
ROSE, DIANE	50,631
ROSLUK, JORDAN	54,358
ROSS, PATRICIA	54,851
ROSS, ROANNA	106,963
ROZDEBA, CRES	71,560
RUBLETZ, MARCELLA	56,059
RUDACHYK, COLLEEN	57,863
RUF, AIMEE	62,286
RUF, BRIAN	56,572
RUF, JESSALYN	73,653
RUF, JUSTIN	104,008
RUF, LINDA	58,384
RUF, LYNDA	51,205
RUF, WENDY	78,309
RUSNAK, JESSIE	79,119
RUSSELL, ANNA	91,411
RUSSELL, HEIDI	66,077
RUSSELL, NICHOL	73,913
RUSSELL, PAMELA	122,313
RUTEN, ELIZABETH	64,616
RUTZKI, KIM	85,996
RUTZKI, MARLAYNA	106,892
RYCZAK, PAMELA	66,867
SANCHEZ, CARLON	120,885
SANCHEZ, MARIA MEL	79,960
SAPINOSO, JONABELLE	144,347
SARAUER, LISA	72,022
SAUSER, LEANNE	71,811
SAVENKOFF, AUDREY	51,082
SCHAAB, LORETTA	80,995
SCHAPPERT, CYNTHIA	51,106
SCHEIER, HOLLY	69,517
SCHENDEL, LYNAE	68,996
SCHERLE, DALE	99,889
SCHICK, DELORES	89,971
SCHICK, JENNIFER	124,826
SCHIEBELBEIN, BETH ANN	115,199
SCHILL, KRYSTAL	61,475

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2016

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

SCHINKEL, CARLA	51,228
SCHLECHTER, JAMIE	82,216
SCHMIDT, DEBORAH	146,976
SCHMIDT, KENT	113,214
SCHUTZ, GAIL	62,222
SCHUTZ, SHARI	72,301
SCHWINDT, PHILLIP	75,457
SCHWITZER, AMANDA	58,376
SCOTT, NATASHA	53,878
SECUNDIAK, CHARLENE	62,604
SEDLEY, KENDRA	80,525
SEMESCHUK, LEANNE	95,961
SEMESCHUK, RODNEY	63,247
SEMILLANO, CHERRY PI	90,981
SHABATOSKI, COLLEEN	74,262
SHABATURA, KYLA	92,721
SHANKOWSKY, RENEE	56,231
SHANNON, TAMMY	82,296
SHARP, DIANE	65,514
SHARP, LESLIE	96,290
SHARPE, SCOTT	66,121
SHAW, ROXANNE	89,782
SHEPHERD, GARY	120,324
SHEPPARD, MICHELLE	53,599
SHEWCHUK, DINA	71,944
SHEWCHUK, KAETLYN	65,619
SHEWCHUK, LORRI	50,800
SHEWCHUK, PHYLLIS	134,443
SHIER, BREANNA	82,307
SHIER, LACEY	50,157
SHIPLACK, KERRI LYN	83,599
SHIVAK KWEENS, DAWN	107,299
SHIVAK, DENNEA	73,211
SHORE, MICHELLE	79,728
SHUMAY, SHERRY	79,293
SHWAGA, KOLI ANN	144,491
SIAO, WILLY	103,015
SIDHU, PRABHJOT	94,565
SIES, BETTINA	54,778
SIES, KATHLEEN	58,054
SIMLE, JOCELYN	54,446
SIMPSON, JAMIE	65,868
SIMPSON, JANET	92,712
SINGH, AMANDEEP	50,439
SKORETZ, PAULA	96,793
SKOROBOHACH, CAROL	54,759
SLIVENSKI, CINDY	54,588
SLONSKI, LINDA	104,749
SLOWSKI, AUDREY	89,871
SMART, KELSEY	83,190
SMITH, ANGELA	51,597
SMULAN, CAROLE	81,833
SNIDER, COURTNEY	66,546
SOBKOW, ERNA	50,663
SOLOWAY, BREE	75,283
SOMERS, ASHLEY	75,951
SOWA, CAROLLEE	113,836
SOYKA, KENDRA	68,357
SPEZOWKA, PATRICIA	69,850
SPILAK, DONNA	54,509
SPRACKLIN CROSS, LINDA	108,512
SPRAY, KAYLA	58,413
SPRONK, DIENEKE	88,028
SPYKERMAN, SUZEL	67,237
SROCHENSKI, ANITA	61,498
SROCHENSKI, JASON	50,213
ST MARS, RAY	111,465
ST.MARIE, ASHLEY	93,585
STANICKI, SHARON	67,194
STATCHUK, MEAGAN	68,240
STECHYSHYN, DARLA	101,479
STEELE, LOUISE	63,443
STEININGER, KERRIE	61,671
STOKES, SANDRA	85,427
STOLL, MOIRA	92,145
STOPA, NORAH	65,470
STOPA, PATRICIA	105,001
STOUT, LORRIE	62,029
STOYKO, WENDY	95,589
STRATECHUK, TWYLA	102,838

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2016

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

STRELIOFF, KELLY	96,826
STRILAEFF, KERSTIN	83,713
STRINGFELLOW, CAROLINE	108,405
STROEDER, DEBORAH	85,337
STROMBERG, AMBER	52,774
STRUKOFF, GAIL	95,713
STRUTYNSKI, MARTHA	96,579
STULBERG, DIANE	60,251
STUSEK, LORELEI	204,593
STUSEK, STAN	68,814
STYKALO, JULIE	73,542
SUCHET, SUCHET	51,126
SUDSBEAR, TASHA	83,492
SUTCLIFFE, DEBRA	95,954
SUTTER, DAVID	120,324
SUTTER, SANDRA	66,246
SWEJDA, RICHARD	86,330
SWITZER, SHONA	83,530
SYMAK, JOSCELYN	51,074
SZABO, TRENT	135,444
SZUMUTKU, SUZETTE	83,578
TANK, JOAN	59,265
TAYLOR, CAROL	60,858
TAYLOR, JOAN	52,529
TE, AL NINO	133,327
THIESSEN, AMBER	58,788
THOMAS, BRANDI	96,553
THOMAS, CHARLENE	75,349
THOMPSON, ARLA	87,262
THOMPSON, BRENNAN	63,297
THOMPSON, KAELYN	69,899
THOMPSON, PHYLLIS	50,352
THOMPSON, SUSAN	61,115
THOMSON, FRED	78,146
THREINEN, DONNA	110,093
TIESZEN, JONATHAN	84,134
TOCHOR, BARRY	72,695
TODOSICHUK, JANA	84,315
TOKARUK, SANDY	142,578
TOPLISS, LACEY	114,564
TOPOROWSKI, DEBRA	54,786
TORGUNRUD, ERIKA	79,827
TOURANGEAU, LISA	73,779
TRACH, ASHLEY	65,698
TRASK, NORMA	54,533
TRATCH, KAREN	102,396
TRIPATHY, ANANDA	73,276
TROPIN, SHARON	110,537
TROWELL, MONIQUE	90,689
UBONGEN, ANNA LISS	82,881
UBONGEN, JUANITO	51,309
ULLAGADDI, DENNISE	112,884
ULLRICH, LANDON	65,352
UMANA, UKEME	130,073
UNGAR, CARLA	87,287
UNTERSCHUTE, BRETT	58,364
VALLYEDATHU JACO, JISSMOL	54,490
VAN PARYS, TERI LYNN	89,870
VANGEN, STACY	77,956
VARUGHESE, SIBBY	85,479
VAUGHAN HASTIE, SANDRA	91,123
VICENTE, GEENDALE	118,541
VOGEL, LORI	65,779
VOGEL, MARY JEAN	75,471
VOLMAN, KIMBERLEY	64,316
VONBARGEN, LAURA	71,653
WAGNER, GREGORY	89,761
WAGNER, J BRENT	69,874
WALBAUM, KENDRA	74,301
WALCHUK, CYNTHIA	91,830
WALKER, DONNA	83,324
WALKER, MEGAN	98,482
WALKER, PAULETTE	57,966
WALKER, SHERRI	123,517
WALLIN, DANITA	58,334
WALSH, TERA	74,223
WANG, LINGQIAO	81,381
WARBURTON, KATHRYN	107,260
WARD, DEBRA	59,841
WARD, WANDA	51,650

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2016

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

WARDLE, MELISSA	77,980
WASHEK, SHERRY L	56,306
WASYLUK, RHONDA	128,003
WASYLYSHEN, LISA	97,443
WATSON, STEPHANIE	76,870
WEBER, WANDA	87,010
WEISS, LEAH	57,907
WENDT, AMBER	70,859
WERLE, HAZEL	104,365
WERLE, LINDSAY	88,344
WERNER, TRACY	69,976
WESTBERG, BEVERLY	110,674
WESTERMAN, JULIA	97,244
WESTON, DEANNA	57,142
WHITE, CHARMAINE	50,012
WHITE, EVA	114,791
WHITE, HOWARD	50,475
WHITEHAWK, BEVERLEY	50,747
WIKMAN, KRISTEN	54,431
WILEY, LAURA	64,816
WILK, LAURA	72,675
WILLIAMS, CAROL	53,707
WILSON, LACEY	78,614
WINTER, CANDICE	74,635
WIONZEK-GODHE, ANDREA	79,570
WIWCHARUK, ROBERTA	194,369
WLOCK, CHERYL	93,704
WLOCK, DAN	102,541
WLOCK, JAMIE	67,369
WLOCK, JILLIAN	55,549
WOICICHOWSKI, KAREN	106,285
WOITAS, KAYTLIN	60,348
WOLFE, TAMMY	92,087
WOLKOWSKI, VENETIA	50,349
WOLOSCHUK, AMANDA	80,300
WONCHULANKO, ADRIENNE	61,937
WOODRICH SRAMEK, SAMANTHA	90,015
WOODS, WILLIAM	82,819
WYLLYCHUK, BRENDA	84,069
WYONZEK, NANCY	115,470

YACYSHYN, MARY ANN	109,006
YAKIWCHUK, MARIA	52,848
YAKIWCHUK, NICHOLAS	52,088
YAMSON, RUSSELL	59,658
YANUSH, ANGELA	59,418
YAREMCHUK, MICHELLE	65,891
YAREMKO, CHERYL	113,339
YAREMKO, LARESA	79,345
YAREMOVICH, ELIZABETH	69,213
YAROTSKY, LORAINE	97,765
YAWNEY, JANNA-LEA	105,448
YELLAND, DONNA	70,551
YESNIK, DIANE	55,131
YESUDASAN GEETHA, KISHORE	57,280
YOUNG, JANA	109,290
YOUNG, KATHLEEN	69,516
ZAMORA, KATHERINE	78,899
ZAMORA, RODEL	53,308
ZAPATA, ETHELDRED	107,871
ZASTRIZNY, WENDY	51,058
ZAWADA, KERI	86,234
ZHANG, BINGLI	109,444
ZIELINSKI, GAYLOLENE	63,261
ZIOLKOWSKI, ALAN	58,109
ZORN, CAROLEE	108,276
ZUBKO, MONA	52,402
ZUCHKAN, NANCY	75,379
ZULYNIAK, CURTIS	112,157
ZULYNIAK, KELSEY	78,030

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2016

Transfers

Listed, by program, are transfers to recipients who received $50,000 or more.

S.I.G.N. - INDEPENDENT LIVING/VOCATIONAL EMPLO	254,604
SASK ABILITIES COUNCIL/SASKATOON	104,359
SIGN ADOLESCENT GROUP HOME	56,800

Supplier Payments

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

3s HEALTH	2,088,862
3s HEALTH - DIP	2,986,735
3S HEALTH- DENTAL	996,420
3S HEALTH -IN-SCOPE-ENHANCED DENTAL PLAN	3,092,058
3s HEALTH -OUT-OF-SCOPE ENHANCED DENTAL	237,910
A&S TRANSPORT	135,864
ABBOTT LABORATORIES - ROSS / PHARMACY	96,084
ACKLANDS - GRAINGER INC.	70,396
ADANE, DR. RICARDO	201,761
ADEDEJI, DR. TAOFIK	193,515
ADEFOLARIN, DR OLUREMI	455,288
ADENAIKE, DR. VICTOR	396,891
AFSHARI, DR. HAMED	193,900
AIDS SASKATOON INC.	88,478
ALCON CANADA INC.	447,740
ALL SASK COFFEE SERVICES INC.	71,550
ARI FINANCIAL SERVICES T46163	1,106,250
ARJOHUNTLEIGH CANADA INC.	68,552
BARD CANADA INC.	123,087
BAXTER CORPORATION	115,276
BECKMAN COULTER CANADA LP	202,813
BENY, DR. M.	77,958
BIA: DR. F. H.	338,024
BIOMED RECOVERY & DISPOSAL LTD.	116,241
BOROTO, DR. KAHIMANO	698,335
BOTHA, DR. PIETER	66,728
BRYNGELSON & ASSOCIATES INC.	469,124
BUNZL CANADA INC.	87,433
BURLODGE CANADA LTD.	57,140
C.U.P.E. - LOCAL #4980 REGION	1,468,013
CANORA AMBULANCE CARE (1996) LTD.	1,460,140
CARDINAL HEALTH CANADA INC.	913,402
CARESTREAM HEALTH CANADA COMPANY'S	91,957
CHARIS MEDICAL	52,646
CHIEF MEDICAL SUPPLIES LTD	81,040
CHRISTIE INNOMED INC.	80,805
CITY OF YORKTON	233,319
COLLEGE OF AMERICAN PATHOLOGISTS	57,634
COLLINS BARROW PQ LLP	56,710
COMPUTRITION	103,331

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2016

Supplier Payments (Cont)

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

CONCENTRA FINANCIAL	532,712
CONNEX ONTARIO INC.	56,154
COVIDIEN CANADA ULC	430,737
CPDN	429,060
CRESTVUE AMBULANCE SERVICE LTD.	1,247,195
CSI LEASING CANADA LTD.	193,614
CU CREDIT	102,360
DENSON	118,762
DIVERSE SYSTEMS LTD.	107,074
DIVERSEY CANADA INC.	103,683
DJAN, DR. DEBORAH CYH	118,315
DUCK MOUNTAIN AMBULANCE CARE LTD.	844,819
EASY CARE LIVING CENTRE - BRODA	53,026
EECOL ELECTRIC (SASK) LTD	271,585
EGBAGBE, DR. AUGUSTINE	50,039
EGBAGBE, DR. OSATO	92,866
EHEALTH SASKATCHEWAN	360,688
ENERGY GUARD WATER TECHNOLOGY	76,188
ERHAZE, DR. SYLVESTER	217,680
EYBERS: DR. VON WELFLING	66,667
FAJIMI, DR. OLAITAN	114,194
FEDOROWICH CONSTRUCTION LTD.	79,064
FOURIE: DR. P.	428,194
GE HEALTHCARE CANADA	960,069
GOLDEN OPPORTUNITIES FUND INC.	58,422
GRAND & TOY	178,569
GREAT WEST LIFE ASSURANCE COMPANY	852,756
GROENEWALD: DR. P	87,905
HAHN, DR. J.A.	460,818
HBI OFFICE PLUS INC.	56,917
HEALTHMARK LTD.	50,375
HEGGIE, DR. MARCIE MED. PROF CORP.	390,658
HILL-ROM CANADA LTD.	156,741
HONEYWELL LIMITED	135,723
HOSPIRA HEALTHCARE CORP.	619,128
HSAS	160,458
IDEASOURCE RECOGNITION & REWARDS INC.	53,135
IMPACT SECURITY GROUP	70,389
INNOMAR STRATEGIES INC.	354,621
INSTRUMENTATION LABORATORY	253,785
JAFARIAN, DR. SIROUS	65,670
JOHNSON & JOHNSON MEDICAL PRODUCTS	106,247
KASIM, DR. YUSUF	56,562
KAUR, DR. MANJEET SINGH	313,661
K-BRO LINEN SYSTEMS INC.	413,478
KCI MEDICAL CANADA, INC.	126,368
KOUDSI: DR. NASIR	222,005
LAWALE, DR. DAG	180,918
LE ROUX -VAN NIEKERK, DR. CARINCA	60,607
LEE: DR. F. R.	207,041
LOGAN STEVENS CONSTRUCTION (2000) LTD.	900,455
LOGIBEC INC.	103,695
LOMBARD: DR. H. E.	103,008
MACPHERSON LESLIE & TYERMAN	129,224
MACQUARIE EQUIPMENT FINANCE LTD.	1,034,550
MANYANDE, DR. TEKESAI	170,770
MARAIS, DR. S.	424,871
MARSH CANADA LIMITED	486,309
MCKESSON CANADA CORPORATION	989,971
MCKESSON DISTRIBUTION PARTNERS	201,428
MEIRING, DR. G.	148,470
MINISTER OF FINANCE/REVENUE DIVISION	111,616
MOSURO, DR. ADEDAMOLA	113,333
NELSON COURIER	72,193
NSUNGU, DR. MANDIANGU	104,600
OBIORA, DR. VICTOR N.	293,159
ODUNTAN: DR. O.	165,263
OGUNBIYI, DR. AJIBOLA	477,851
OKAFOR, DR. LIVINUS P.C.	80,924
OLOKO, DR. SALIU	148,896
OLSON,SHIRLEY	51,053
OLYMPUS CANADA INC.	318,512
ONAOLAPO, DR MOFOLASHADE H	64,953
ORTHO-CLINICAL DIAGNOSTICS HOLDINGS CORP	537,681
OSIME, DR. CHARLES	170,736
OTTENBREIT SANITATION SERVICES LTD.	75,412
OTUKOYA, DR. F.	68,367
PARKLAND EARLY CHILDHOOD INTERVENTION PROGRAM	64,996

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2016

Supplier Payments (Cont)

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

PARKLAND VALLEY SPORT, CULTURE & RECREATION I	146,633
PATTERSON MEDICAL CANADA INC.	63,432
PENGUIN REFRIGERATION LTD./YORKTON	339,569
PHILIPS HEALTHCARE-A DIVISION OF PHILIPS ELECTR	236,855
PHYSIO-CONTROL CANADA SALES LTD c/o T11076C	77,751
PINNACLE DISTRIBUTION	62,952
POON, DR. (KAMSACK HOSP)	58,367
PRESS, DR. M.	263,536
PRN STAFFING SOLUTIONS INC.	54,000
PROVINCIAL PUBLIC SAFETY	63,490
PUBLIC EMPLOYEES PENSION PLAN	251,557
QUICK PRINT USE LEE006	69,171
RECEIVER GENERAL FOR CANADA	43,033,027
REGINA HEALTH DISTRICT/EMERGENCY MEDICAL SEF	242,550
REGINA QU'APPELLE HEALTH /LABORATORY	347,510
RESIDENT TRUST ACCT	361,990
ROCHE DIAGNOSTICS/LAVAL,PQ	191,570
ROODT, DR. J.	322,915
ROYAL BANK OF CANADA	504,377
RUSSELL FOODS LTD	69,900
S.A.H.O. - EMPL STRATEGY	164,956
S.I.G.N.	663,624
S.P.M. (SASK PROPERTY MANAGEMENT)	289,131
S.U.N. - LOCAL #43 YRHC	50,443
SAGE CREEK DEVELOPMENT LTD.	170,459
SAPUTO FOODS LIMITED	217,923
SASK UNION OF NURSES	629,367
SASK WORKERS COMPENSATION BOARD	2,472,000
SASK. ENERGY CORPORATION	813,256
SASKATCHEWAN POWER	1,784,764
SASKTEL	1,299,061
SASKWORKS VENTURE FUND INC.	252,612
SCHAAN HEALTHCARE PRODUCTS	1,864,342
SCHOEMAN, DR. CORNE	66,867
SECUR-ITECH INC.	254,637
SGI AUTOFUND DIVISION	130,482
SHAHRESTANI, DR. MORTEZA Z.	51,829
SHAMROCK AMBULANCE/WYNYARD	343,900
SHEPP/PENSION ONLY	20,196,789

SINGH, DR. MALA	225,314
SMITH: DR. HAROLD M.B.	51,634
SOUTHLAND ROOFING INC.	213,116
SPIES: DR. C	66,667
SRNA	237,432
ST. PETER'S HOSPITAL	1,007,275
STERIS CANADA INC.	119,611
SUNLIFE FINANCIAL	100,610
SUPREME BASICS	199,287
SWAN, DR. NADINE	191,471
SYSCO	2,352,680
THE STEVENS COMPANY LTD	343,889
ULTRA RAY MEDICAL PRODUCTS INC.	82,402
VAN EEDEN: DR. DONAVAN	304,103
VIPOND FIRE PROTECTION INC.	96,345
VITALAIRE HEALTHCARE	171,161
VORSTER, DR. J.	260,663
VWR INTERNATIONAL, LTD.	50,184
WAGNER'S FLOORING LTD.	58,267
WANIS: DR. NASHAT	66,667
WBM OFFICE SYSTEMS	367,944
WESTON BAKERIES LTD.	70,354
WOOD WYANT INC.	226,578
X10 NETWORKS	602,214

Management Report

May 27, 2016

Sunrise Health Region
Report of Management

The accompanying financial statements are the responsibility of management and are approved by the Sunrise Regional Health Authority. The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and the financial records are relevant and reliable.

The Authority is responsible for reviewing the financial statements and overseeing Management's performance in financial reporting. The Authority meets with Management and the external auditors to discuss and review financial matters. The Authority approves the financial statements and the annual report.

The appointed auditor conducts an independent audit of the financial statements. The auditor's report expresses an opinion on the fairness of the financial statements prepared by Management.

S. Laurent	Stusek
Suann Laurent	Lorelei Stusek
President & Chief Executive Officer	Vice President of Corporate Services

Sunrise Regional Health Authority

CONSOLIDATED FINANCIAL STATEMENTS

Year Ended March 31, 2016

Sunrise Regional Health Authority

Yorkton, Saskatchewan
March 31, 2016

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Collins Barrow

Independent Auditors' Report

To the board of directors
Sunrise Regional Health Authority

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of Sunrise Regional Health Authority, which comprise the Statement of Financial Position as at March 31, 2016, and the Statements of Operations, Changes in Fund Balances and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Sunrise Regional Health Authority as at March 31, 2016, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Collins Barrow PQ LLP

Collins Barrow PQLLP

Yorkton, SK
May 25, 2016

Sunrise Regional Health Authority

Yorkton, Saskatchewan
Consolidated Statement of Financial Position
As at March 31, 2016

Statement 1

		Restricted Funds			
Assets	**Operating Fund**	**Capital Fund**	**Community Trust and Endowment Funds**	**Total 2016**	**Total 2015**
Current Assets					
Cash and short-term investments - schedule 2	1,899,590	4,783,730	379,693	7,063,013	7,695,350
Accounts receivable					
Ministry of Health - General Revenue Fund	1,136,209			1,136,209	286,646
Other	1,297,508	45,141		1,342,649	1,916,710
Inventories	1,174,866			1,174,866	1,156,857
Prepaid expenses	2,072,098	289,976		2,362,074	1,918,088
	7,580,271	5,118,847	379,693	13,078,811	12,973,651
Long-Term Investments - schedule 2	518,591	0	0	518,591	1,033,084
Capital Assets - note 3	0	68,284,903	0	68,284,903	73,151,745
Total Assets	$ 8,098,862	$ 73,403,750	$ 379,693	$ 81,882,305	$ 87,158,480
Liabilities and Fund Balances					
Current Liabilities					
Bank indebtedness - note 13	10,749,365			10,749,365	10,401,986
Accounts payable	4,905,553	94,713		5,000,266	6,614,234
Accrued salaries	7,443,260			7,443,260	5,106,585
Vacation payable	14,484,815			14,484,815	13,221,905
Other accrued liabilities	970,982	21,006		991,988	1,470,287
Mortgages payable - current - note 5		1,574,900		1,574,900	1,522,800
Deferred revenue - note 6	1,485,508			1,485,508	3,668,234
	40,039,483	1,690,619	0	41,730,102	42,006,031
Long-Term Liabilities					
Mortgages payable - note 5		11,926,447		11,926,447	13,502,844
Employee future benefits - note 11	6,563,600			6,563,600	6,521,500
	6,563,600	11,926,447	0	18,490,047	20,024,344
Total Liabilities	46,603,083	13,617,066	0	60,220,149	62,030,375
Fund Balances - statement 3					
Invested in capital assets		54,783,556		54,783,556	58,126,101
Externally-restricted - schedule 3		1,399,104	379,693	1,778,797	1,600,178
Internally-restricted - schedule 4	48,830	3,604,024		3,652,854	3,862,901
Unrestricted	(38,553,051)			(38,553,051)	(38,461,075)
	(38,504,221)	59,786,684	379,693	21,662,156	25,128,105
Total Liabilities and Fund Balances	$ 8,098,862	$ 73,403,750	$ 379,693	$ 81,882,305	$ 87,158,480

Contractual obligations - note 4
Asset retirement obligations - note 4
Pension Plan - note 11

Approved on behalf of the board:

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Consolidated Statement of Operations

For the year ended March 31, 2016

Statement 2

	Operating Fund			Restricted Funds			
	Budget 2016 (Note 12)	**Total 2016**	**Total 2015**	**Capital Fund 2016**	**Community Trust and Endowment Funds 2016**	**Total 2016**	**Total 2015**
Revenue							
Ministry of Health - general	197,805,830	201,470,600	198,851,428	600,000		600,000	2,998,729
Other provincial	2,212,155	2,004,306	2,022,102				
Federal government		618	576				
Patient and client fees	13,835,954	13,432,585	13,612,986				
Out-of-province (reciprocal)	3,552,843	2,458,325	3,327,227				
Out-of-country	55,500	87,006	(8,033)				
Transfers from foundations/donations		254,059	397,322	1,116,265		1,116,265	534,837
Ancillary operations	1,408,700	1,277,934	1,266,942				
Investment income	92,500	292,467	273,796	54,895	5,780	60,675	37,755
Recoveries	2,203,325	4,171,830	1,894,066				
Other	13,850	1,066,769	171,344	164,519		164,519	131,422
Total revenues	221,180,657	226,516,499	221,809,756	1,935,679	5,780	1,941,459	3,702,743
Expenses							
Inpatient and Resident Services							
Nursing administration	5,764,154	5,433,497	5,412,681	9,232		9,232	7,644
Acute	32,315,844	34,645,196	33,579,022	569,673		569,673	615,330
Supportive	44,589,626	47,384,789	46,341,966	600,456		600,456	612,502
Mental health and addictions	2,463,967	2,617,229	2,547,440	3,571		3,571	1,928
Total Inpatient and Resident Services	**85,133,591**	**90,080,711**	**87,881,109**	**1,182,932**		**1,182,932**	**1,237,404**
Physician Compensation	**12,867,897**	**12,997,318**	**11,891,784**				
Ambulatory Care Services	**6,759,170**	**6,773,247**	**6,939,095**	**27,913**		**27,913**	**26,031**
Diagnostic and Therapeutic Services	**21,271,386**	**21,485,287**	**20,742,339**	**447,319**		**447,319**	**491,037**
Community Health Services							
Primary health care	3,294,272	3,903,491	3,634,400	30,874		30,874	21,591
Home care	13,411,506	13,277,588	13,136,670	17,424		17,424	16,182
Mental health and addictions	5,529,885	4,902,501	4,763,746	5,194		5,194	5,194
Population health	7,244,477	7,259,084	7,049,680	9,367		9,367	3,832
Emergency response services	6,134,750	6,756,890	6,349,806	57,241		57,241	62,879
Other community services	1,409,488	1,396,613	1,686,171	1,336		1,336	6,808
Total Community Health Services	**37,024,378**	**37,496,167**	**36,620,473**	**121,436**		**121,436**	**116,486**
Support Services							
Program support	15,904,657	14,013,781	14,585,081	15,672		15,672	16,824
Operational support	37,977,396	38,264,010	38,235,130	183,560		183,560	179,686
Other support	590,298	1,273,380	1,598,167	5,503,134		5,503,134	5,603,099
Employee future benefits		42,100	(37,000)				
Total Support Services	**54,472,351**	**53,593,271**	**54,381,378**	**5,702,366**		**5,702,366**	**5,799,609**
Ancillary	**1,589,477**	**1,996,896**	**1,325,243**	**19,045**		**19,045**	**25,480**
Total expenses - schedule 1	219,118,250	224,422,897	219,781,421	7,501,011	0	7,501,011	7,696,047
Excess (Deficiency) of Revenue over Expenses	$ 2,062,407	$ 2,093,602	$ 2,028,335	$(5,565,332)	$ 5,780	$(5,559,552)	$(3,993,304)

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Consolidated Statement of Changes in Fund Balances

For the year ended March 31, 2016

Statement 3

	Operating Fund	Capital Fund	Community Trust and Endowment Funds	2016
Fund balance, beginning of year	(38,412,116)	63,156,933	383,288	25,128,105
Excess (deficiency) of revenues over expenses	2,093,602	(5,565,332)	5,780	(3,465,950)
Interfund transfers - note 14	(2,185,707)	2,195,082	(9,375)	
Fund balance, end of year	$(38,504,221)	$ 59,786,683	$ 379,693	$ 21,662,155

	Operating Fund	Capital Fund	Community Trust and Endowment Funds	2015
Fund balance, beginning of year	(38,482,329)	65,192,877	382,526	27,093,074
Excess (deficiency) of revenues over expenses	2,028,335	(3,998,513)	5,209	(1,964,969)
Interfund transfers - note 14	(1,958,122)	1,962,569	(4,447)	
Fund balance, end of year	$(38,412,116)	$ 63,156,933	$ 383,288	$ 25,128,105

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Consolidated Statement of Cash Flows

For the year ended March 31, 2016

Statement 4

	Unrestricted Fund		Restricted Funds			
	Operating Fund 2016	Operating Fund 2015	Capital Fund 2016	Community Trust and Endowment Funds 2016	Total 2016	Total 2015
Cash Provided By (Used In):						
Operating activities						
Excess (deficiency) of revenue over expenses for the year	2,093,602	2,028,335	(5,565,332)	5,780	(5,559,552)	(3,993,304)
Net change in non-cash working capital - note 7	(1,184,214)	2,498,659	(186,605)	14	(186,591)	(8,881)
Amortization of capital assets			6,970,868		6,970,868	7,070,708
	909,388	4,526,994	1,218,931	5,794	1,224,725	3,068,523
Capital activities						
Purchase of capital assets						
Buildings/construction			(1,006,667)		(1,006,667)	(741,846)
Equipment			(1,097,358)		(1,097,358)	(1,628,237)
	0	0	(2,104,025)	0	(2,104,025)	(2,370,083)
Investing activities						
Disposal of long-term investments	464,956	257,001		300,000	300,000	
Purchase of long-term investments	(250,463)	(234,991)				(300,000)
	214,493	22,010	0	300,000	300,000	(300,000)
Financing activities						
Increase (decrease) in bank indebtedness	347,379	(2,407,025)				
Repayment of debt			(1,524,297)		(1,524,297)	(1,431,903)
	347,379	(2,407,025)	(1,524,297)	0	(1,524,297)	(1,431,903)
Net Increase (Decrease) in Cash and Short-Term Investments for the Year	1,471,260	2,141,979	(2,409,391)	305,794	(2,103,597)	(1,033,463)
Cash and short-term investments, beginning of year	2,614,037	2,430,180	4,998,039	83,274	5,081,313	4,156,654
Interfund transfers - note 14	(2,185,707)	(1,958,122)	2,195,082	(9,375)	2,185,707	1,958,122
Cash and Short-Term Investments, End of Year	$ 1,899,590	$ 2,614,037	$ 4,783,730	$ 379,693	$ 5,163,423	$ 5,081,313
Represented By:						
Cash and short-term investments	$ 1,899,590	$ 2,614,037	$ 4,783,730	$ 379,693	$ 5,163,423	$ 5,081,313

The accompanying notes and schedules are part of these consolidated financial statements.

1. Legislative Authority

The Sunrise Regional Health Authority (RHA) operates under *The Regional Health Services Act* (The Act) and is responsible for the planning, organization, delivery, and evaluation of health services it is to provide within the geographic area known as the Sunrise Health Region, under Section 27 of The Act. The Sunrise RHA is a non-profit organization and is not subject to income and property taxes from the federal, provincial, and municipal levels of government. The RHA is a registered charity under the *Income Tax Act* of Canada.

2. Significant Accounting Policies

These consolidated financial statements have been prepared in accordance with Canadian public sector accounting (PSA) standards, issued by the Public Sector Accounting Board of the CPA Canada. The RHA has adopted the standards for government not-for-profit organizations, set forth at PSA Handbook section PS 4200 to PS 4270.

(a) Health care organizations

(i) The RHA has agreements with and grants funding to the following prescribed health care organizations (HCO) and third parties to provide health services:
Society for Involvement of Good Neighbours Inc.
Saskatchewan Abilities Council
Yorkton Mental Health Drop In Centre

Note 9(b)(i) provides disclosure of payments to HCO'S and third parties.

(ii) The RHA has joint service management agreements with all three of its affiliates; St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville. The purpose of the agreements is to share management, contract human resources and finance services to the affiliates.

As a result, the financial statements of St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville are consolidated with the financial statements of the RHA. Transactions and interorganizational balances between the RHA and St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville are eliminated.

Note 9(b)(ii) provides supplementary information regarding the financial position, results of operations and cash flows of the consolidated affiliates.

(iii) The Health Foundation of East Central Saskatchewan Inc., St. Peter's Hospital Foundation (Melville) Inc. and St. Anthony's Hospital Foundation Inc. (the Foundations) are incorporated under *The Non-Profit Corporations Act* and are registered charities under *The Income Tax Act* of Canada.

Under the Foundations' Articles of Incorporation, the RHA or the respective affiliates have an economic interest in the Foundations.

These consolidated financial statements do not include the financial activities of the Foundations. Alternatively, note 9(b)(iii) provides supplementary information of the Foundations.

2. **Significant Accounting Policies** - continued

(b) Fund accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

(i) Operating fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

(ii) Capital fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Saskatchewan Health - General Revenue Fund designated for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of interest on long-term mortgages and amortization of capital assets.

(iii) Community trust and endowment fund

Community trust

The community trust fund is a restricted fund that reflects community-generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the district from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

Endowment fund

Under the terms of the will of the late Dr. Borys Tolczynski, the RHA administers an endowment fund. The interest from this fund is to be used for education and training expenditures which benefit the health region. Unexpended interest each year is added to the endowment principal. The RHA cannot encroach upon the original endowment bequest of $201,771 plus unexpended interest except in special circumstances.

(c) Revenue

Unrestricted revenues are recognized as revenue in the operating fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted revenues related to general operations are recorded as deferred revenue and recognized as revenue of the operating fund in the year in which the related expenses are incurred. All other restricted revenues are recognized as revenue of the appropriate restricted fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

2. Significant Accounting Policies - continued

(d) Capital assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets with a life exceeding one year are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings and service equipment	2% to 4%
Land improvements	4% to 10%
Equipment	4% to 25%

Donated capital assets are recorded at their fair value at the date of contribution (if fair value can be reasonably determined).

(e) Asset retirement obligations

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the asset and amortized over the asset's remaining useful life.

(f) Inventories

Inventories consist of general stores, pharmacy, laboratory, linen and other. All inventories are held at the lower of cost and net realizable value. Cost is determined on an average-cost basis.

(g) Employee future benefits

i) Pension plan:

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

ii) Disability income plan:

Employees of the RHA participate in several disability income plans to provide wage-loss insurance due to a disability. The RHA follows post-employment benefits accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

iii) Accumulated sick leave benefit liability:

The RHA provides sick leave benefits for employees that accumulate but do not vest. The RHA recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits. The liability and expense is developed using an actuarial cost method.

2. Significant Accounting Policies - continued

(h) Measurement uncertainty

These consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards. In the preparation of consolidated financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

(i) Financial instruments

The RHA has classified its financial instruments into one of the following categories:
(i) fair value or
(ii) cost or amortized cost.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's length transaction between knowledgeable and willing parties under no compulsion to act. The following financial instruments are subsequently measured at cost or amortized cost:

- accounts receivable
- short-term and long-term investments
- accounts payable, accrued salaries, vacation payable and other accrued liabilities
- mortgages payable

As at March 31, 2016 (2015 - nil), the RHA does not have any material outstanding contracts or financial instruments with embedded derivatives. Financial assets are categorized as level 1 in the fair value hierarchy.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the Statement of Operations.

(j) Replacement reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

3. Capital Assets

	March 31, 2016			2015
	Cost	**Accumulated Amortization**	**Net Book Value**	**Net Book Value**
Land	228,908		228,908	228,908
Land improvements	2,695,269	1,062,483	1,632,786	1,465,513
Buildings and service equipment	139,062,506	80,164,719	58,897,787	62,864,970
Equipment	35,785,932	28,651,377	7,134,555	8,268,346
Construction-in-progress	390,867		390,867	324,008
	$ 178,163,482	$ 109,878,579	$ 68,284,903	$ 73,151,745

4. Commitments

(a) Capital asset acquisitions

At March 31, 2016, contractual obligations for acquisition of capital assets were $1,654,979 (2015 - $314,227).

(b) Supplier payments

At March 31, 2016, contractual obligations for outstanding purchase orders were $1,825,638 (2015 - $2,090,210).

(c) Operating leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2017	1,583,209
2018	1,327,817
2019	1,014,421
2020	546,598
2021	341,174
Total minimum lease payments	$ 4,813,219

(d) Asset retirement obligations

The RHA may be subject to asset retirement obligations on its facilities for which the fair value cannot be reasonably estimated due to the indeterminate timing and scope of removal. The asset retirement obligation for these assets will be recorded in the period in which there is sufficient information to estimate fair value.

(e) Contracted health service organizations

The RHA continues to contract on an ongoing basis with private health service operators to provide health services in the RHA. Services provided in the year ending March 31, 2016 will continue to be contracted for the following fiscal year. Note 9(b) provides supplementary information on health care organizations.

5. Mortgages Payable

Title of Issue	Interest Rate	Annual Repayment Terms (Principal and Interest)	Balance Outstanding 2016	2015
Yorkton and District Nursing Home				
CMHC, due June 1, 2027	8.000%	$69,670; mortgage renewal date, June 1, 2027	519,522	547,116
CMHC, due November 1, 2022	1.53%	$136,221; mortgage renewal date, December 1, 2017	862,962	984,975
Foam Lake Jubilee Home				
CMHC, due January 1, 2022	4.310%	$40,893 of which $9,983 is subsidized by SHC, yielding an effective interest rate of (.15%); mortgage renewal date, December 1, 2016	210,820	241,957

5. **Mortgages Payable** - continued

Title of Issue	Interest Rate	Annual Repayment Terms (Principal and Interest)	Balance Outstanding 2016	2015
Lakeside Manor Care Home CMHC, due August 1, 2021	4.310%	$93,107 of which $24,958 is subsidized by SHC, yielding an effective interest rate of (0.88%); mortgage renewal date, December 1, 2016	449,511	521,680
Theodore Health Centre CMHC, due December 1, 2023	.86%	$43,209; mortgage renewal date, February 1, 2017	321,429	361,022
Langenburg Centennial Special Care Home CMHC, due September 1, 2026	8.000%	$27,884; mortgage renewal date, September 1, 2026	199,039	210,754
CMHC, due April 1, 2022	4.420%	$52,110 of which $13,122 is subsidized by SHC, yielding an effective interest rate of (.04%); mortgage renewal date, March 1, 2017	277,938	316,911
Invermay Health Centre CMHC, due March 1, 2017	4.610%	$27,438 of which $7,122 is subsidized by SHC, yielding an effective interest rate of (13.53%); mortgage renewal date, June 1, 2016	26,788	52,360
CMHC, due May 1, 2022	4.610%	$38,471 of which $7,578 is subsidized by SHC, yielding an effective interest rate of 1.12%; mortgage renewal date, June 1, 2016	206,457	234,769
Norquay Health Centre CMHC, due March 1, 2017	4.610%	$26,824 of which $6,409 is subsidized by SHC, yielding an effective interest rate of (12.10%); mortgage renewal date, June 1, 2016	26,189	51,188
CMHC, due July 1, 2022	4.610%	$39,456 of which $7,769 is subsidized by SHC, yielding an effective interest rate of 1.19%; mortgage renewal date, June 1, 2016	216,659	245,476
Canora Gateway Lodge CMHC, due April 1, 2017	4.610%	$49,831 of which $14,243 is subsidized by SHC, yielding an effective interest rate of (14.34%); mortgage renewal date, June 1, 2016	52,587	98,852
Kamsack Nursing Home CMHC, due February 1, 2017	4.420%	$89,961 of which $19,684 is subsidized by SHC, yielding an effective interest rate of (11.72%); mortgage renewal date, February 1, 2017	80,856	165,240

5. Mortgages Payable - continued

Title of Issue	Interest Rate	Annual Repayment Terms (Principal and Interest)	Balance Outstanding 2016	2015
Cornerstone Credit Union, non-affiliate mortgage consolidation, due May 1, 2019	3.65%	$88,230; mortgage renewal date, May 1, 2019	260,068	337,241
St. Paul Lutheran Home of Melville CMHC, due August 1, 2022	1.710%	$94,758; mortgage renewal date, September 1, 2017	575,551	659,697
Cornerstone Credit Union, mortgage consolidation due May 1, 2019	3.65%	$13,770; mortgage renewal date, June 1, 2018	40,912	52,945
Ituna & District Pioneer Lodge CMHC, due May 1, 2025	8.000%	$28,655; mortgage renewal date, May 1, 2025	186,928	200,295
Esterhazy Centennial Special Care Home CMHC, due August 1, 2022	4.440%	$47,374 of which $12,357 is subsidized by SHC, yielding an effective interest rate of 0.00%; mortgage renewal date, December 1, 2017	264,408	299,281
Energy Renewal Project Royal Bank of Canada due 2032	2.64%	$426,839; mortgage renewal date, July 16, 2019	4,799,218	5,094,722
RBC Life Insurance Company, due September 30, 2023	4.74%	$622,641; mortgage renewal date, September 30, 2023	3,923,505	4,349,163
			13,501,347	15,025,644
Less: Current portion			1,574,900	1,522,800
			$ 11,926,447	$ 13,502,844

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the facilities as security. Principal amounts due within each of the next five years are estimated as follows:

2017	1,574,900
2018	1,449,300
2019	1,500,100
2020	1,466,900
2021	1,510,200
2022 and subsequent	5,999,947
	$ 13,501,347

6. Deferred Revenue

	Balance, Beginning of Year	Less: Amount Recognized	Add: Amount Received	Balance, End of Year
As at March 31, 2016				
Sask. Health Initiatives				
24/7 Expanded Primary Health Care Services	726,250	726,250		
Acute Stroke Pathways	13,300		5,700	19,000
Alc. & Drug Services - population health	8,000	8,000		
Autism spectrum disorder - positions	74,297	52,577		21,720
Autism spectrum disorder services	105,472	31,657		73,815
Canora Physician	76,214			76,214
CEC supplement for physician coverage	24,333			24,333
Children's mental health outreach	34,723			34,723
Clinical education and training	8,286	8,286		
Compensation	495,347	495,347		
DTFP KEIT program	12,229	54,182	77,400	35,447
Enhanced preventative dental services	12,871	72,960	60,089	
First Nations - urban aboriginal project	25,557	25,557		
HIV peer to peer	17,440	17,440		
HIV strategy	49,349	5,244		44,105
Infection control funding	76,454	34,043		42,411
Integrated stroke strategy pilot	516,594	273,214		243,380
LTC Urgent Issues - gentle persuasion	79,396	46,378		33,018
LTC Urgent Issues - rapid psycho geriatric response	351,948	351,948		
Mental health approved home enhancements	5,496	3,088		2,408
Needle exchange - population health	33,088	33,088		
Nurse safety training	14,566	14,566		
Regional locum program	82,272	82,272		
Representative workforce	1,399	1,399		
Secure care youth detox	35,164			35,164
Total Sask. Health	2,880,045	2,337,496	143,189	685,738
Other Government of Sask Initiatives				
Acquired brain injury	39,097	15,787		23,310
Alc. & Drug Services - corrections	40,862	33,814		7,048
Yorkton Primary Health Grant	171,366			171,366
Kids First	274,735	249,381	182,796	208,150
Pediatric Therapy Conference	31,810			31,810
Primary Care Physician Engagement	43,864			43,864
3sHealth - Enhanced preventative dental services	28,784			28,784
SUN/3sHealth nurse recruitment and retention	147,209			147,209
Total Other Government of Sask	777,727	298,982	182,796	661,541
Non-Government of Sask Initiatives				
Assist program	212		875	1,087
Hospira smart pump			112,500	112,500
Rent received in advance	10,250	10,250	24,642	24,642
Total Non-Government of Sask.	10,462	10,250	138,017	138,229
Total Deferred Revenue	$ 3,668,234	$ 2,646,728	$ 464,002	$ 1,485,508

7. Net Change in Non-Cash Working Capital

	Operating Fund		Restricted Funds			
	2016	2015	Capital Fund	Community Trust and Endowment Funds	Total 2016	Total 2015
Decrease (increase)						
Accounts receivable	(288,079)	4,084,571	11,562	14	11,576	138
Inventory	(18,009)	285,319				
Prepaid expenses	(153,010)	(304,315)	(289,976)		(289,976)	
Increase (decrease)						
Accounts payable	(1,708,681)	460,212	94,713		94,713	(2,567)
Accrued liabilities	3,124,189	(2,105,813)	(2,904)		(2,904)	(6,452)
Deferred revenue	(2,182,724)	115,685				
Employee future benefits	42,100	(37,000)				
	$(1,184,214)	$ 2,498,659	$(186,605)	$ 14	$(186,591)	$(8,881)

8. Patient and Resident Trust Accounts

The RHA administers funds held in trust for patients and residents utilizing the RHA's facilities. The total cash held in trust as at March 31, 2016 was $215,312 (2015 - $206,633). These amounts are not reflected in the consolidated financial statements.

9. Related Parties

These consolidated financial statements include transactions with related parties. The RHA is related to all Saskatchewan crown agencies such as ministries, corporations, boards and commissions under the common control of the government of Saskatchewan. The RHA is also related to non-crown enterprises that the government jointly controls or significantly influences. In addition, the RHA is related to other non-government organizations by virtue of its economic interest in these organizations.

(a) Related-party transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of the transactions resulting from these transactions are included in the consolidated financial statements and the table below. They are recorded at the standard rates charged by those organizations and are settled on normal trade terms.

9. **Related Parties** - continued

(a) Related-party transactions - continued

Financial Statement Accounts		**2016**		**2015**
Assets				
Accounts Receivable				
General Revenue Fund		1,638,365		806,617
Health Shared Services Saskatchewan (3SHealth)		32,315		47,221
Sask. Workers' Compensation Board		284,193		279,564
Prepaid Expenses				
Health Shared Services Saskatchewan (3SHealth)		8,741		8,741
SaskTel		530,987		
Total Assets	$	2,494,601	$	1,142,143
Liabilities				
Accounts Payable				
e Health Saskatchewan		6,430		48,257
Health Shared Services Saskatchewan (3sHealth)		228,985		31,435
Ministry of Central Services		28,417		70,687
Regina Qu'Appelle Health Region		60,638		53,582
Saskatchewan Health Employees Pension Plan *		1,460,010		1,502,676
3sHealth - Core Dental				122,394
3sHealth - Disability Income Plan *		218,679		350,241
Society for Involvement of Good Neighbours Inc.		33,572		45,491
SaskEnergy		159,644		167,755
SaskPower		127,727		218,464
SaskTel		123,678		41,019
Total Liabilities	$	2,447,780	$	2,652,001
Revenue				
Christ the Teacher School Division		69,804		94,273
e Health Saskatchewan		69,458		57,455
General Revenue Fund		2,753,376		3,867,558
Health Shared Services Saskatchewan (3sHealth)		180,252		166,897
Saskatchewan Government Insurance		98,265		184,318
Sask. Workers' Compensation Board		1,874,135		415,257
Total Revenue	$	5,045,290	$	4,785,758
Expenses				
e Health Saskatchewan		360,688		251,631
Good Spirit School Division				81,912
Public Employees Pension Plan *		251,557		254,627
Regina Qu'Appelle Health Region		609,623		612,672
Health Shared Services Saskatchewan (3sHealth)		2,097,138		811,652
Ministry of Central Services		289,131		548,298
3sHealth - Core Dental Plan *		996,420		1,504,409
3sHealth - Disability Income Plan *		2,986,735		3,378,865
3sHealth - Employment Strategy *		164,956		178,177
3sHealth - Enhanced Dental Plan *		3,329,967		3,658,152
Sask. Workers' Compensation Board		2,472,000		2,124,117
Saskatchewan Government Insurance		130,482		112,138
Saskatchewan Health Employees Pension Plan *		20,196,789		20,362,401
SaskEnergy		813,256		1,216,797
SaskPower		1,788,819		1,819,371
SaskTel		1,299,061		814,297
S.I.G.N.		663,624		552,682
Total Expenses	$	38,450,246	$	38,282,198

* Indicates that employee portion is included in the above expense

In addition, the RHA pays provincial sales tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

9. **Related Parties** - continued

(b) Health-care organizations

(i) Prescribed health care organizations and third parties

The RHA has also entered into agreements with prescribed health care organizations (HCO's) and third parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to prescribed HCO's and third parties:

	2016	**2015**
Yorkton Mental Health Drop In Centre	56,800	138,758
Saskatchewan Abilities Council	104,359	811
Society for Involvement of Good Neighbours Inc.	358,108	355,052
	$ 519,267	$ 494,621

(ii) Affiliates with joint service management agreements

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately-owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. Further, the RHA provides most of the affiliate's funding. Accordingly, the RHA has the ability to affect the strategic operating, investing and financing activities of the affiliates.

The RHA consolidated financial statements include the accounts of St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville based on the joint service management agreement held with each of the three organizations. The following information, which combines the operating fund and capital fund, is supplementary to those statements.

9. **Related Parties** - continued

(b) Health-care organizations - continued

(ii) Affiliates with joint service management agreements - continued

	St. Anthony's Hospital	**St. Peter's Hospital**	**St. Paul Lutheran Home**	**Total 2016**	**Total 2015**
Statement of Financial Position					
Total assets	$ 1,832,774	$ 2,499,811	$ 3,990,168	$ 8,322,753	$ 9,034,701
Total liabilities	563,402	1,032,473	2,693,422	4,289,297	4,130,090
Total fund balances	1,269,372	1,467,338	1,296,746	4,033,456	4,904,611
	$ 1,832,774	$ 2,499,811	$ 3,990,168	$ 8,322,753	$ 9,034,701
Results of Operations					
RHA grant	3,702,426	7,968,560	8,630,183	20,301,169	20,356,137
Other revenue	277,461	396,652	2,371,696	3,045,809	3,600,062
Total revenue	3,979,887	8,365,212	11,001,879	23,346,978	23,956,199
Salaries and benefits	3,371,036	5,692,009	8,035,441	17,098,486	19,455,050
Other expenses *	887,981	2,775,605	3,385,501	7,049,087	5,003,250
Total expenses	4,259,017	8,467,614	11,420,942	24,147,573	24,458,300
Excess (deficiency) of revenue over expenses	$(279,130)	$(102,402)	$(419,063)	$(800,595)	$(502,101)

* Other expenses includes amortization of $656,535 (2015 - $662,877).

Cash Flows					
Cash from operations	(125,688)	89,283	(176,209)	(212,614)	82,515
Cash used in financing activities			(96,179)	(96,179)	(94,353)
Cash used in investing activities **	(87,444)	(30,656)	(40,781)	(158,881)	(155,016)
Increase (decrease) in cash	$(213,132)	$ 58,627	$(313,169)	$(467,674)	$(166,854)

** Cash used in investing activities includes capital purchases of $158,881 (2015 - $155,016).

9. **Related Parties** - continued

(b) Health-care organizations - continued

(iii) Fundraising foundations

Fundraising efforts are undertaken through the non-profit business corporations known as The Health Foundation of East Central Saskatchewan Inc., St. Peter's Hospital Foundation (Melville) Inc. and St. Anthony's Hospital Foundation Inc. (the Foundations). The RHA or the respective affiliates have an economic interest in the Foundations. The Foundations have the following year ends:

The Health Foundation of East Central Saskatchewan Inc. - December 31
St. Peter's Hospital Foundation (Melville) Inc. - December 31
St. Anthony's Hospital Foundation Inc. - March 31

	St. Anthony's Hospital Foundation Inc.	**St. Peter's Hospital Foundation (Melville) Inc.**	**Health Foundation of ECS Inc.**	**Total 2016**	**Total 2015**
Statement of Financial Position					
Total assets	$ 3,143,927	$ 2,166,807	$ 2,750,955	$ 8,061,689	$ 7,037,550
Total liabilities	22,523		756,720	779,243	253,260
Total fund balances	3,121,404	2,166,807	1,994,235	7,282,446	6,784,290
	$ 3,143,927	$ 2,166,807	$ 2,750,955	$ 8,061,689	$ 7,037,550
Results of Operations					
Total revenues	577,507	116,998	1,508,078	2,202,583	2,096,959
Total contributions to the RHA	(228,507)	(36,946)	(781,626)	(1,047,079)	(545,213)
Total fundraising expenses	(1,752)	(15,680)	(400,544)	(417,976)	(362,396)
Total operating expenses	(4,309)		(235,063)	(239,372)	(321,912)
Excess of revenue over expenses	$ 342,939	$ 64,372	$ 90,845	$ 498,156	$ 867,438
Cash Flows					
Cash from operations	364,343	66,879	615,900	1,047,122	708,117
Cash from (used in) financing and investing activities	(482,089)	(339)	(758,555)	(1,240,983)	(238,980)
Increase (decrease) in cash	$(117,746)	$ 66,540	$(142,655)	$(193,861)	$ 469,137

10. Comparative Information

Certain balances for comparative purposes have been reclassified to conform with the current year's presentation.

11. Employee Future Benefits

(a) Pension Plan

Employees of the RHA participate in one of the following pension plans:

1. Saskatchewan Healthcare Employees' Pension Plan (SHEPP) - This is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Health Shared Services Saskatchewan (3sHealth) (a related party), and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan, which came into effect December 31, 2002. (Prior to December 31, 2002, this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors).

2. Public Service Superannuation Plan (PSSP) (a related party) - this is also a defined benefit plan and is the responsibility of the Province of Saskatchewan.

3. Public Employees' Pension Plan (PEPP) (a related party) - this is a defined contribution plan and is the responsibility of the Province of Saskatchewan.

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Pension expense is included in Compensation - benefits in schedule 1 and is equal to the RHA contributions amount below.

	2016			2015
	SHEPP[1]	**PEPP**	**Total**	**Total**
Number of active members	2,402	28	2,430	2,419
Member contribution rate, percentage of salary	8.10-10.7%*	5.00-7.00%*		
RHA contribution rate, percentage of salary	9.07-11.98%*	6.00-7.00%*		
Member contributions	9,528,603	115,154	9,643,757	9,708,977
RHA contributions	10,673,134	114,107	10,787,241	10,860,163

*Contribution rate varies based on employee group.

[1] Active members are employees of the RHA, including those on leave of absence as of March 31, 2016. Inactive members are not reported by the RHA, their plans are transferred to SHEPP and managed directly by them.

In addition to the above plans, the RHA has one employee in the Evangelical Lutheran Church in Canada pension plan whose member contributions were $5,227 (2015 - $5,125) with RHA contributions of $6,031 (2015 - $5,857).

Pension plan contribution rates have increased as a result of deficiencies in SHEPP. Any actuarially determined deficiency is the responsibility of participating employers and employees in the ratio of 1.12 to 1. Contribution rates will continue to increase until the next actuarial reports are completed.

11. **Employee Future Benefits** - continued

(b) Disability Income Plans

Employees of the RHA participate in one of the following disability income plans, administered by 3sHealth:

1. CUPE established in 1975 - affiliated with the Canadian Union of Public Employees
2. General established in 1975
3. SUN established in 1982 - affiliated with the Saskatchewan Union of Nurses

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Disability expense is included in Compensation - benefits in Schedule 1 and is equal to the RHA contributions amount below:

	2016				2015
	CUPE	**General**	**SUN**	**Total**	**Total**
Number of active members	1,733	273	470	2,476	2,157
Member contribution rate, percentage of salary	1.61%	.60-.65%*	.76%		
RHA contribution rate, percentage of salary	1.61%	.65-.70%	.89%		
Member contributions (thousands of dollars)	981,796	132,552	248,105	1,362,453	1,610,911
RHA contributions (thousands of dollars)	981,796	132,552	291,254	1,405,602	1,667,298

*Contribution rate varies.

(c) Accumulated sick leave benefit liability:

The cost of the accrued benefit obligations related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of inflation, discount rate, employee demographics and sick leave usage of active employees. The RHA has completed an actuarial valuation as of March 31, 2016. Key assumptions used as inputs into the actuarial calculation are as follows:

	2016	**2015**
Discount rate	2.4%	1.9%
Rate of inflation	0-2.00%	0-2.00%
(other significant assumptions as per actuarial valuation)		
Accrued benefit obligation, beginning of year	6,521,500	6,558,500
Interest expense	134,300	190,500
Other	908,900	815,800
Benefits paid during the year	(1,001,100)	(1,043,300)
Accrued benefit obligation, end of year	$ 6,563,600	$ 6,521,500

12. Budget

The RHA Board approved the 2015-2016 budget plan on May 27, 2015.

13. Financial Instruments

(a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these consolidated financial statements.

(b) Financial risk management

The RHA has exposure to the following risk from its use of financial instruments: Credit risk, market risk and liquidity risk.

The Chairperson ensures that the RHA has identified its major risks and ensures that management monitors and controls them. The Chairperson oversees the RHA's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk.

(c) Credit risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health - General Revenue Fund, Saskatchewan Workers' Compensation Board, health insurance companies or other Provinces. The RHA is also exposed to credit risk from cash, short-term investments and investments.

The carrying amount of financial assets represents the maximum credit exposure as follows:

	2016	**2015**
Cash and short-term investments	7,063,013	7,695,350
Accounts receivable		
Ministry of Health - General Revenue Fund	1,136,209	286,646
Other	1,342,649	1,916,710
Investments	518,591	1,033,084
	$ 10,060,462	$ 10,931,790

The RHA manages its credit risk surrounding cash and short-term investments and investments by dealing solely with reputable banks and financial institutions, and utilizing an investment policy to guide their investment decisions. The RHA invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements.

13. **Financial Instruments** - continued

(d) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the RHA's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investment.

(i) Foreign exchange risk:

The RHA operates within Canada, but in the normal course of operations is party to transactions denominated in foreign currencies. Foreign exchange risk arises from transactions denominated in a currency other than the Canadian dollar, which is the functional currency of the RHA. The RHA believes that it is not subject to significant foreign exchange risk from its financial instruments.

(ii) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the RHA to cash flow interest rate risk. The RHA's investments include guaranteed investment certificates and long-term bonds bearing interest at coupon rates. The RHA's mortgages payable outstanding as at March 31, 2016 and 2015 have fixed interest rates.

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

(e) Liquidity risk:

Liquidity risk is the risk that the RHA will not be able to meet its financial obligations as they become due.

The RHA manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities.

At March 31, 2016, the RHA has a cash balance of $7,063,013 (2015 - $7,695,350).

To ensure Sunrise RHA has sufficient cash on hand, Sunrise RHA prepares annual capital and operating budgets and forecasts which are regularly monitored and updated as necessary. As at March 31, 2016, Sunrise RHA had current operating financial assets of $4,333,307 and current operating liabilities of $40,039,483 which represents a working capital deficit of $35,706,176. Sunrise RHA has current restricted financial assets of $5,208,564 and current restricted liabilities of $1,690,619 which represents a working capital surplus of $3,517,945. As at March 31, 2016, Sunrise RHA has complied with all restrictions placed on contributions received.

13. Financial Instruments - continued

(e) Liquidity risk - continued

As at March 31, 2016, Sunrise RHA is committed to the following operating and restricted liabilities, including principal and interest, based on the expected undiscounted cash flows from the reporting date to the contractual maturity date:

	Carrying Amount	Due in Less Than 1 Year	Due in 1-3 Years	Due in 3-5 Years	Due after 5 Years
Accounts payable	5,000,266	5,000,266			
Accrued salaries	7,443,260	7,443,260			
Vacation payable	14,484,815	14,484,815			
Deferred revenue	1,485,508	1,485,508			
Long-term debt	13,501,347	1,574,900	2,949,400	2,977,100	5,999,947
Other current liabilities	991,988	991,988			
Total Financial Liabilities	$ 42,907,184	$ 30,980,737	$ 2,949,400	$ 2,977,100	$ 5,999,947

(f) Fair value

The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature:

- cash and short-term investments
- accounts receivable
- bank indebtedness
- accounts payable
- accrued salaries and vacation payable

The fair value of mortgages payable and long-term debt before the repayment required within one year is $13,501,347 (2015 - $15,025,644) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

Fair value is best evidenced by an independent quoted market price for the same instrument in an active market. An active market is one where quoted prices are readily available, representing regularly occurring transactions. Accordingly, the determination of fair value requires judgment and is based on market information where available and appropriate. Fair value measurements are categorized into levels within a fair value hierarchy based on the nature of the inputs used in the valuation.

Level 1 – Where quoted prices are readily available from an active market.
Level 2 – Valuation model not using quoted prices, but still using predominantly observable market inputs, such as market interest rates.
Level 3 – Where valuation is base on unobservable inputs. There were no items measured at fair value using level 3 in 2015 or 2016.

13. **Financial Instruments** - continued

(f) Fair value - continued

There were no items transferred between levels in 2015 or 2016.

	2016			2015		
	Level 1	**Level 2**	**Total**	**Level 1**	**Level 2**	**Total**
Long-term investments		518,591	518,591	300,000	733,084	
Mortgages payable		13,501,347	13,501,347		15,025,644	15,025,644
	$ 0	$ 14,019,938	$ 14,019,938	$ 300,000	$ 15,758,728	$ 15,025,644

(g) Operating line-of-credit

The RHA has an approved operating line-of-credit of $15,750,000 (2015 - $15,750,000) with interest charged at a rate of prime, which was renegotiated for a 3-year term which expires in April 2016. The line-of-credit is secured by an assignment of grants and revenues of the RHA. Total interest paid on the line-of-credit in 2016 was $282,025 (2015 - $173,619). The line-of-credit was approved by the Minister on October 7, 1998.

At the April 27,2016 meeting the board approved the tender for banking services with Scotiabank for a five year term. Upon implementation The line-of-credit will be at a rate of prime less 1.00% and secured by an assignment of grants and revenues.

The affiliates also have operating lines-of-credit with limits totalling $650,000 (2015 - $650,000). These lines-of-credit are secured by an assignment of grants and revenues from the RHA. Total interest paid on these lines-of-credit in 2016 was $475 (2015 - $302).

14. **Interfund Transfers**

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases and reassigning fund balances to support certain activities.

	2016			2015		
	Operating Fund	**Capital Fund**	**Community Trust and Endowment Funds**	**Operating Fund**	**Capital Fund**	**Community Trust and Endowment Funds**
Energy renewal program savings	(1,057,260)	1,057,260		(1,057,252)	1,057,252	
Replacement reserve allocations	(128,260)	128,260		(128,260)	128,260	
Mortgage principal and interest paid by operating fund	(884,667)	884,667		(796,105)	796,105	
Capital asset purchases by other funds	(219,133)	228,508	(9,375)			
Operating expenditures financed by other funds	103,613	(103,613)		4,447		(4,447)
Operating expenditures financed by capital fund				19,048	(19,048)	
	$(2,185,707)	$ 2,195,082	$(9,375)	$(1,958,122)	$ 1,962,569	$(4,447)

15. **Volunteer Services**

The operations of the RHA utilize services of many volunteers. Because of the difficulty in determining the fair market value of these donated services, the value of these donated services is not recognized in the consolidated financial statements.

16. Community-Generated Funds

Under the terms of the pre-amalgamation agreement, the RHA has agreed to hold community-generated assets in trust. The RHA established a separate fund for the assets of each trust. Health corporations formerly held these assets before amalgamating with the RHA. The assets are interest-bearing with the interest credited to the trust balance. The RHA presently administers $64,727 (2015 - $64,109) under these agreements.

Following is the status of the trust funds at March 31, 2016:

Each trust fund has a "trust advisory committee" which is appointed by the various towns, villages, hamlets and rural municipalities served by the pre-amalgamation agency. The trust funds are for the benefit of the ratepayers of the various municipalities and shall be used for health-related purposes. The committees have the power to establish rules and procedures, and the majority decision of the committees shall be binding upon the RHA with respect to any use of the trust fund.

17. Energy Renewal Project

Energy performance contracting is a unique program that allows the RHA to implement facility improvements, reduce energy costs, and improve health and comfort conditions while contributing to the province's environmental objectives. SaskPower Energy Solutions performed extensive research to establish a baseline of annual cost savings they guarantee as part of this project. The project is expected to provide utility cost savings that will pay for the cost and financing of this project within an established time frame. Any additional savings are calculated and verified by methods established in the contract and are applied to the loan. Sunrise RHA entered into a guaranteed energy performance savings contract with SaskPower Energy Solutions Company.

The total cost of the energy performance contracts is $14,724,459 plus GST. The construction costs have been financed through term debt facilities which are disclosed in note 5.

Results of the energy renewal project since its inception are:

	2016	2015	Prior	Total
Estimated utility savings	$ 1,057,252	$ 1,057,252	$ 4,788,522	$ 6,903,026
Interest costs	327,995	383,464	2,326,649	3,038,108

18. Pay for Performance

As part of government-wide fiscal restraint measures, the pay for performance compensation plan has been suspended for the 2014-15 to 2016-17 fiscal years. This compensation plan was introduced in April 2011 and allowed senior employees to be eligible to earn lump sum performance adjustments of up to 110% of their base salary. In prior years, senior employees were paid 90% of current base salary and lump sum performance adjustments related to the previous year. Due to the suspension of the pay for performance compensation plan, senior employees will receive 100% of their base salary for 2014-15 to 2016-17.

19. Collective Bargaining Agreements

The Saskatchewan Union of Nurses (SUN) contract expired March 31, 2014. At March 31, 2016 a tentative four-year agreement had been signed and was ratified on April 20, 2016. The Health Sciences Association of Saskatchewan (HSAS) is in effect until March 31, 2018. The CUPE contract is in effect until March 31, 2017.

Sunrise Regional Health Authority

Schedule of Expenses by Object
For the year ended March 31, 2016

Schedule 1

	Budget 2016	Actual 2016	Actual 2015
Operating			
Advertising and public relations	178,928	147,045	164,422
Board costs	142,818	90,196	74,858
Compensation - benefits	28,731,689	28,303,401	28,146,220
Compensation - salaries	140,077,104	145,115,133	141,611,718
Continuing education fees and materials	473,363	188,778	205,866
Contracted-out services - other	2,491,240	2,874,148	3,118,080
Diagnostic imaging supplies	202,883	169,597	184,410
Dietary supplies	261,146	305,569	269,360
Drugs	2,069,298	2,074,169	2,286,663
Food	3,040,446	3,272,626	3,054,803
Grants to ambulance services	3,469,554	3,891,986	3,625,669
Grants to health care organizations and affiliates	728,148	1,675,533	1,074,668
Housekeeping and laundry supplies	1,548,454	1,380,468	1,644,544
Information technology contracts	1,404,478	1,282,110	1,135,635
Insurance	483,118	441,813	459,293
Interest	378,309	315,102	212,084
Laboratory supplies	1,282,559	1,328,517	1,268,957
Medical and surgical supplies	3,726,477	3,896,355	3,608,234
Medical remuneration and benefits	11,636,600	11,703,873	10,448,048
Meetings	59,993	68,009	55,665
Office supplies and other office costs	1,602,603	1,738,009	1,653,910
Other	129,371	453,895	513,804
Professional fees	1,339,355	1,318,950	1,621,338
Prosthetics	235,842	188,588	198,058
Purchased salaries	146,964	82,658	75,396
Rent/lease/purchase costs	4,102,241	3,614,478	3,702,767
Repairs and maintenance	2,857,776	2,411,637	2,970,595
Supplies - other	502,786	516,831	400,604
Therapeutics - supplies	103,732	110,430	103,759
Travel	2,387,374	2,372,550	2,393,669
Utilities	3,323,601	3,090,443	3,498,324
	$ 219,118,250	$ 224,422,897	$ 219,781,421
Restricted			
Amortization		6,970,868	7,070,708
Mortgage interest expense		530,143	625,280
Other			59
		$ 7,501,011	$ 7,696,047

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Schedule of Cash and Investments

As at March 31, 2016

Schedule 2

	Fair Value	Maturity	Effective Rate
Restricted Investments*			
Cash and Short-Term Investments			
Cash, chequing and savings accounts	5,163,423		0-1.25%
Total Cash and Short-Term Investments	5,163,423		
Long-Term Investments			
Total Long-Term Investments	0		
Total Restricted Investments	$ 5,163,423		
Unrestricted Investments			
Cash and Short-Term Investments			
Cash, chequing and savings accounts	1,899,590		0-1.25%
Total Cash and Short-Term Investments	1,899,590		
Long-Term Investments			
Deposit on lease for Yorkton Innovation site	18,667		0.00%
Equity in Co-operatives	16,976		0.00%
Notes receivable - physicians	488,780		0.00%
Allowance for notes receivable - physicians	(5,832)		0.00%
Total Long-Term Investments	518,591		
Total Unrestricted Investments	$ 2,418,181		
Total Investments	$ 7,581,604		
Restricted and Unrestricted Totals			
Total Cash and Short-Term Investments	7,063,013		
Total Long-Term Investments	518,591		
	$ 7,581,604		

The carrying amounts of the long-term investments approximate fair value.

* Restricted investments consist of:

- Community-generated funds transferred to the RHA and held in the Community Trust Fund (Schedule 3);
- Replacement reserves maintained under mortgage agreements with Canada Mortgage and Housing Corporation (CMHC) held in the Capital Fund (Schedule 4); and
- Endowment Fund (Schedule 3).

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Schedule of Externally-Restricted Funds

For the year ended March 31, 2016

Schedule 3

Community Trust	Balance, Beginning of Year	Investment Income	Expenses	Withdrawals	Balance, End of Year
Pre-Amalgamation Trust Accounts - Non Government of Sask Initiatives					
Centennial Special Care Home	4,614	36			4,650
Foam Lake primary care	13,335	133			13,468
Theodore Health Centre	46,160	449			46,609
	64,109	618	0	0	64,727
Endowment Fund					
Endowment Fund - Non Government of Sask Initiatives					
Dr. Borys Tolczynski Memorial Fund	319,179	5,162	0	(9,375)	314,966
	$ 383,288	$ 5,780	$ 0	$(9,375)	$ 379,693

Capital Fund	Balance, Beginning of Year	Investment Income	Donations	Expenses	Transfer to Investment in Capital Asset Fund Balance	Balance, End of Year
Capital Fund - Donations for Capital Assets - Non Government of Sask Initiatives						
Therapies	1,302		1,000	(639)		1,663
Canora Hospital	6,008	933	94,730	(3,511)		98,160
CEC Primary Care			76,909			76,909
Esterhazy C.S.C.H.	130,803	1,767	2,770	(1,740)	(7,261)	126,339
Foam Lake Jubilee Home	15,938	150	3,770	(2,050)		17,808
Gateway Lodge - Canora	89,317	1,113	47		(6,976)	83,501
Home Care	139,304	1,409	12,363	(8,015)		145,061
Invermay Health Centre	1,065	1	195	159		1,420
Ituna Pioneer Healthcare Centre	5,974	56	845	(2,877)		3,998
Kamsack Hospital	264,938	1,958		(7,626)	(6,138)	253,132
Kamsack Nursing Home	55,227	414				55,641
Lakeside Manor Care Home	24,980	249	542	(314)	(450)	25,007
Mental Health	1,596	9				1,605
Norquay Health Centre	16,225	152	36,897	(5,331)	(18,771)	29,172
Parkland Alcohol & Drug Services	8,241	82				8,323
Theodore Health Centre	2,631					2,631
Preeceville Hospital	190,625	192	16,330		(3,249)	203,898
Preeceville Hospital LT care	7,429	4	1,275	(2,709)		5,999
Langenburg Health Centre	68,273	700	5,000	(6,609)	(8,479)	58,885
Primary care	3,627	36				3,663
Rama First Responders	1,245	13				1,258
St. Anthony's Hospital	9,172					9,172
South district - other	5,805					5,805
Sunrise regional donations	82,390					82,390
Yorkton District Nursing Home	3,163	53	7,638	(2,363)		8,491
Yorkton R. H. C.	81,612	842	40,338	(24,710)	(8,909)	89,173
	$ 1,216,890	$ 10,133	$ 300,649	$(68,335)	$(60,233)	$ 1,399,104

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority
Schedule of Internally-Restricted Funds
For the year ended March 31, 2016

Schedule 4

	Balance, Beginning of Year	Investment Income Allocated	Annual Allocation from Unrestricted Fund	Transfer to Unrestricted Fund (Expenses)	Transfer to (from) Investment in Capital Asset Fund Balance	Balance, End of Year
Capital						
Replacement reserve funds						
Esterhazy Centennial Special Care Home	76,187	735	13,008	(27,489)	(28,883)	33,558
Foam Lake Jubilee Home	18,779	239	11,592		(5,133)	25,477
Gateway Lodge - Canora	107,671	1,140	14,256		(6,662)	116,405
Invermay Health Centre	15,214	183	7,008		(4,181)	18,224
Ituna Pioneer Healthcare Centre	14,832	155	5,604	(2,812)	(5,212)	12,567
Kamsack Nursing Home	74,708	812	14,592			90,112
Lakeside Manor Care Home	28,093	308	8,004		(9,183)	27,222
Langenburg Health Care Complex	23,491	282	10,284		(14,724)	19,333
Norquay Health Centre	6,027	95	7,008		(9,609)	3,521
St. Paul Lutheran Home	27		15,400	(11,570)		3,857
Yorkton & District Nursing Home	41,409	465	21,504		(45,273)	18,105
	406,438	4,414	128,260	(41,871)	(128,860)	368,381
Other internally-restricted funds						
Funds for future capital expenditures	3,407,504	50,481	0	0	(222,342)	3,235,643
	3,813,942	54,895	128,260	(41,871)	(351,202)	3,604,024
Operating						
Other internally-restricted funds						
St. Paul Lutheran Home	26,577	186		(635)		26,128
St. Peter's Hospital	22,382	320				22,702
	48,959	506	0	(635)	0	48,830
Total Internally-Restricted Funds	$ 3,862,901	$ 55,401	$ 128,260	$(42,506)	$(351,202)	$ 3,652,854

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Schedule of Board Remuneration, Benefits and Allowances
For the year ended March 31, 2016

Schedule 5

	Retainer	Per Diem	Travel Time Expenses	Travel and Sustenance Expenses	Other Expenses	CPP	Total 2016	Total 2015
RHA Members								
Lawrence Chomos	12,450	13,950		4,794	2,171		33,365	34,963
Murray Dalton								3,662
Gatze Drayer		2,738		1,234	889	103	4,964	
Gordon Gendur		1,650		152	19	56	1,877	1,680
Garth Harris		2,125		420	849	86	3,480	
Janet Hill		1,125		416		36	1,577	3,645
Doris Kopelchuk		1,675		625			2,300	4,818
Glen Leontowich		1,363		441		54	1,858	
Don Rae		2,125		72		76	2,273	872
Dave Schappert		2,275		771	146		3,192	2,365
Deb Schmidt		1,900		435	905	74	3,314	
Walter Streelasky		675		189			864	2,378
Shirley Wolfe Keller		2,513		2,190	98	55	4,856	6,896
	$ 12,450	$ 34,114	$ 0	$ 11,739	$ 5,077	$ 540	$ 63,920	$ 61,279

	2016					2015		
	Salaries	Benefits and Allowances	Subtotal	Severance Amount	Total	Salaries, Benefits and Allowances	Severance	Total
Senior Employees								
Suann Laurent, CEO	319,163	60	319,223		319,223	367,307		367,307
Dr. Fourie, Senior VP of Medical Services	144,429		144,429		144,429	155,790		155,790
Dr. Louw, Deputy Senior Medical Officer	7,803		7,803		7,803	31,214		31,214
Dr. Koudsi, Deputy Senior Medical Officer	31,214		31,214		31,214	31,214		31,214
Dr. Oduntan, Deputy Senior Medical Officer						15,607		15,607
Christina Denysek, VP of Human Resources	215,404	60	215,464		215,464	244,567		244,567
Lorelei Stusek, VP of Corporate Services	203,031	60	203,091		203,091	226,723		226,723
Sandy Tokaruk, VP of Community Services	141,489	60	141,549		141,549	161,240		161,240
Roberta Wiwcharuk, VP of Health Services	192,891	60	192,951		192,951	228,121		228,121
	$ 1,255,424	$ 300	$ 1,255,724	$ 0	$ 1,255,724	$ 1,461,783	$ 0	$ 1,461,783

(1) Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lump-sum payments, and any other direct cash remuneration. As part of government-wide fiscal restraint measures, the pay for performance compensation plan has been suspended for the fiscal years 2014-15 to 2016-17. This compensation plan was introduced in April 2011 and allowed senior employees to be eligible to earn lump sum performance adjustments of up to 110% of their base salary. In prior years, senior employees were paid 90% of current base salary and lump-sum performance adjustments related to the previous year. Due to the suspension of the pay for performance compensation plan, senior employees will receive 100% of their base salary for the fiscal years 2014-15 to 2016-17.

(2) Benefits and Allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes taxable professional development, education for personal interest, non-accountable relocation benefits and personal use of an automobile, cell phone, computer, etc., as well as any other taxable benefits.

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